3. Assessment and Recognizing the Impact of Employee Engagement on Job Satisfaction in The Steel and Other Heavy Metal Industries of West Bengal

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Abstract:

Employees serve as an asset in any organization, irrespective of industry type. Therefore, employee engagement is important in an organization. Employee engagement can be termed as the connection with the organization and also influence the person's dedication towards his/her work.

This manuscript highlights the significance of engagement of the employees in their job satisfaction in the steel and heavy metal industry of West Bengal. The report also highlights how employee engagement and job satisfaction lead to the loyalty and contentment among employees to the organization

Keywords:

Employee Engagement, Job Satisfaction, Loyalty, Contentment.

3.1 Introduction:

In every industry, employee engagement and job satisfaction have been important, as human resource is the asset of any company. With the emergence of positive psychology, work engagement has become popular within the workplace in the last few years. A workplace that encourages employees' energy, commitment, and contentment can motivate the employees to contribute to the organization's productivity. Job satisfaction is overly dependent on employee engagement. The term described employees' happiness and contentment in the organization. This manuscript focuses on the correlation between employee engagement and job satisfaction in the steel and heavy metal industry of West Bengal.

3.2 Literature Review:

According to Choudhury & Mohanty, (2019), employee engagement is not an independent factor within the workplace. The definition of employee engagement differs. The literature review system is defined to present the engagement of the employees, which is personal. This type of dedication and commitment is work-related. According to Li et al. (2021), employee engagement is a kind of multidimensional concept. Various things are included in this process like cognitive, emotional, as well as behavioral components. Based on the town talent report various types of emotional factors are mentioned to tie up with people's satisfaction and the sense of affirmation as well as inspiration that they get from their various types of work. A workplace that has various types of productive employees seems to have about 30%, which is mainly considered as the profitability of business.

The phrase "employee engagement" is not well defined. Employee engagement is defined as a person's increased emotional and intellectual attachment to their work, company, management, or coworkers. This connection motivates the person to give their work more discretionary effort.

Additionally, it was thought of as a way to gauge an employee's enthusiasm and passion for her company. They propel innovation and advance the company. The alignment of optimal job pleasure and maximum job contribution is represented by employee engagement. Employees' readiness and capacity to contribute freely and continuously on the work in a way that benefits their employers. A bottom line may be made or broken by employee engagement.

There are certain theories describing the study considering employee engagement. The personal engagement framework is one of them, which provide a better insight into the concept of employee engagement. According to the framework, employees express themselves more effectively, physically, emotionally, and cognitively in their specific roles while performing their respective roles in their workplace. Their excitement and attachment differ from others. So, the framework considers several situations to define the level of one's engagement.

The need for Hierarchy was developed in 1948 by the American psychologist named Abraham Maslow. He maintained that psychological health is dependent on meeting the needs of the meeting. This meeting process is held in proper importance order. This concept mainly presents the advanced concept, which is mainly used before for addressing the growth of higher-level systems. At first, people present deficiency needs, which mainly belong to the low level. The needs of Maslow's hierarchy mainly present the needs of employees. This employment is based on social, ego, safety, physiological, and so on. He said that the employees can be motivated to the higher level of their needs which is self-actualization only if the lower needs are fulfilled. This arrangement can track human development and growth. From this, one can easily sequentially arrange the needs of employees. Now, using the same concept in any organization, the first defining factor of employee engagement serves salary, which provides them the opportunity to fulfill their basic needs and contentment. After that comes the safe environment and work culture which becomes the determining factor.

In the fourth stage, the need is for recognition and respect for their role. After that comes the need for self-actualization in which employees are focused on their personal development and growth within the company. Therefore, each factor is necessary breed loyalty.

Needs of Maslow's Hierarchy is also used to present the analysis concept of employees' involvement at the workplace mainly. An employee who is assigned to work has the responsibility to maintain the entire procedure and also must encourage coworkers. These are considered the essential important criteria of an employee. A worker who has the main focus to promote in the workplace should be focused on their role in specific work and also a crucial part or role in the workplace. They are almost engaged and are aware that they are a part of a larger enterprise, but they may leave if given a better chance. Not Engaged employees are those seeking new employment prospects, dissatisfied with management, and sometimes also with working conditions. Disengaged individuals are simply working for their pay, are unhappy at work, and are about to depart the organisation.

One of the things that affect employee engagement is leadership. The topic of authentic leadership in management is still relevant today and warrants discussion. Leadership is essentially the method through which a boss directs and motivates his workers to get the best results possible. One of the things that affect employee engagement is leadership. Genuine leaders are individuals who are extremely conscious of their thoughts and behaviours and who are regarded by others as being conscious of their own moral principles, knowledge, and strengths. Genuine leaders have various types of key features which are regarded as vital ones for that specific leader.

A genuine leader must be conscious of their principles, knowledge, and efficiency. Authentic leadership is a kind of pattern that provides positive strengths or power which are essential in a self-developing context. A genuine leader must be aware of their operating system, confident level, and optimistic nature. A trustworthy workplace will be produced through authentic leadership, which has the power to unite workers. By enhancing the identity of group members and organisations via hopes, beliefs, optimism, and positive thinking, authentic leadership may help enhance employee engagement.

As stated by Bardhan & Haque (2021), job satisfaction describes how the employees feel while performing their job in the workplace whereas Chanana (2021) described as an emotional response of the employees towards different operations in the workplace. Employee engagement and job satisfaction go hand-in-hand. The article is aiming to find out the contribution of employee engagement to job satisfaction. Recently, employee engagement and job satisfaction are considering having broader concepts. Employees who are concerned and engaged in the workplace are like to be have focus to the organizational goals.

Employee engagement and job satisfaction leads to loyalty in maximum cases. The factors that enhance employee engagement are also responsible for establishing loyalty. Employee loyalty is when employees willing to stay in a company for a long period of time. According to Saks (2019), employees who are more engaged are more willingly to stay in the organisation and are content.

According to Kwon& Kim (2020), another crucial factor in successfully managing a company is job satisfaction. Every person has a need that must be satisfied, which is job satisfaction. Someone will be persuaded to prefer his work if these demands are supplied. Job satisfaction is defined as the degree to which an individual or organisation achieves and maintains congruence with their surroundings. It is also observed how an individual employee adapts mainly to the demands of the company and not only this but also the converse system. This conversely system is a kind of process by which a business platform makes a type of work environment that is needed by workers and employees. Research demonstrates a significant and favourable relationship between genuine leadership, work happiness, and team dedication.

According to Saks (2019), talent management refers to an organisational structure where a number of procedures are intended to guarantee a sufficient flow of workers into positions within the firm. It is considered a very common thing to swap the words like talent strategy, talent management, succession management, and the planning system which is associated with human resources. While some studies see talent management largely from the standpoint of human capital, others see it more as a mentality with talent serving as the foundation for organisational performance. Others believe that a significant aspect of talent management is its close alignment with company culture and business strategy. It was revealed three different schools of thinking on TM.

Recruiting, selection, development, career and succession management are only a few examples of the standard human resource department processes, roles, and activities that are included in the first perspective's definition of talent management. On the grounds that it is "superfluous" or not much more than a "rebranding" of HRM, it is condemned. It involves having the right people in the right positions at the appropriate times. It is based on variables such worker skills, supply and demand, growth, and attrition. It is "a vital component to successful succession Planning managing the supply, demand, and flow of talent through the human capital engine." This viewpoint offers no incremental insight and is hence useless. The firm's system is mainly used to manage the performance system. This performance pool of talent system is a type of succession pool that is mainly used for various types of particular organisational borders, regardless and some specific positions.

The talent management procedure created looks like this: Establishing talent criteria is the first step, followed by creating defined strategies for the growth and training of critical positions for the business. Then, in order to quantify and organise the important roles to be filled, criteria are laid down. Afterward, implement a set of procedures to create standards for applicants to these crucial roles. The second step is choosing the talent pool selection group, which is making many attempts to get individuals from different organisational levels, roles, and degrees of employment ready to participate in talent management. The procedure for choosing talent entails locating talents and luring talent to the talent management team. The third stage is about the acceleration development process (accelerating program), which has been chosen by organisations by which the participants of talent management skill received a path of acceleration. The fourth step mainly deals with assigning concepts which is consider as key position of assignment which entails placing each graduate of the talent management programme and granting them the right to be placed in certain jobs as well as positions that have already been selected.

A brief overview of the West Bengal steel industry states that the Bengal steel industry has evolved after the development of 2007-08, mainly because of the robust steel demand. Due to the rapid increase of steel production Bengal steel industry has become a significant producer on the global platform. Speaking about the major producers of Bengal steel can be grouped into two- integrated producers and secondary producers. The integrated producers are mainly responsible for producing the iron ore and coke whereas the secondary producers are concerned with producing some of the leading steel producers are the Alloy Steel Plant, IISCO Steel Authority of India Limited, Durgapur steel plant, and so on. Some of the heavy metal industries are Bengal Iron and Aluminum Company, Jindal (India) Ltd. and so on. In this article, the study is limited to the iron and aluminum industry mainly in the heavy metal industry.

3.3 Objectives:

Following are the objectives for this article:

- The study aims to explore the concept of employee engagement and its impact on job satisfaction within the steel and heavy metal industry of West Bengal.
- To analyze the best ways to encourage employee engagement and job satisfaction within the concerned industry.
- To examine the consequences of employee engagement on job satisfaction of the employees towards to their work.

3.4 Methodology:

For this particular study, only the secondary research has been done by the research scholar. Previously published literature reviews, journals, articles, industrial reports have been considered for this study, and are re-analyzed.

3.5 Discussion on Findings:

This study highlights the relationship between job satisfaction and employee engagement. Job satisfaction is important to enhance employee engagement within the workplace. If an employee is satisfied with the role, contented with the work culture and environment, and is proud to be a part of the organization, he/she will eventually be engaged in the role. Studies have proven that the employees in the iron and steel industry of Bengal, are fond of their jobs, learning opportunities, work-life balance, and leadership, and therefore, the percentage of employee engagement is quite high in these sectors.[1] Therefore, it can be said, that employee engagement leads to job satisfaction in most cases.

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[1]Men, L. R., O'Neil, J., & Ewing, M. (2020). Examining the effects of internal social media usage on employee engagement. Public Relations Review, 46(2), 101880.

The similar response comes from followers of authentic leaders who value transparency and trust; followers have faith in the leader. Self-awareness, balanced thought, internalising moral ideas, and relational openness are all characteristics of genuine leadership that demonstrate integrity, respect, and trustworthiness. Subordinates will respond favourably to their job and develop a stronger attachment to their superiors when they are seen as genuine, transparent, and trustworthy. Additionally, it asserts that employee engagement will develop as a result of management and leaders' dedication to fostering an atmosphere where employees constantly have a part in making decisions. The hiring, training, and advancement of exceptional personnel is the first step in the talent management process. The business will benefit from the talent management process in this way, and it will also affect how engaged an employee is with the company he works for. Employee engagement suffers when employers offer their staffs little job to do. In order to achieve high employee engagement, talent management is demonstrated in this study in the career planning process together with rewards and organizational support for workers.

Employee engagement is impacted by company culture and talent management procedures, but organisational support also has an indirect impact on employee engagement through its many aspects. Employee engagement is positively impacted by talent management strategies. Employee retention demonstrates that there is a modest association between talent management and work happiness. Talent management includes excellent performance motivation, training and development, and job enrichment. In contrast to the other two institutions, one university found a somewhat stronger association between talent management and work satisfaction. It is obvious that public universities have their own goals and objectives. To establish a positive connection between talent management and work happiness, many tactics may be applied. It has been claimed that talent management in this study had a favorable effect on work satisfaction. Job satisfaction is seen as a suitable metric to assess if an organization's implementation of talent management was successful or unsuccessful.

Now, job satisfaction within the company leads to contentment within the employees in the industrial sector of West Bengal. In most of the cases, it has been observed that employees, satisfies with jobs and are engaged with the organization are more likely to be loyal to the organizations as well. Considering employees' needs from Maslow's concept it can be said that, employees will willingly stay in an organization if those needs are fulfilled. Therefore, in most of the cases, it can be seen that employee engagement and job satisfaction leads to contentment and loyalty within the employees.

3.6 Limitations:

A significant amount of research has been performed to highlight the importance of employee engagement and job satisfaction in the heavy metal industry, mainly focusing on the steel, iron and aluminum industry of West Bengal. Despite using an adequate amount of secondary data, the study has some limitations.

A. The current literature lacks the inadequate content on the topic to indicate the connection between employee engagement and job satisfaction and its implementation strategies.

B. The conceptual studies approach the topic from the academic perspective of the company and more from management's standpoint, ignoring the practical experience and opinions of the employees.
C. Employee engagement and job satisfaction in actual terms has been criticized as being little more than organization's overall business plan and management fad.

3.7 Future Scope:

A single study can't cover every concept of employee engagement and job satisfaction. Further studies performed on this particular topic can be more extensive and may cover both private and public organizations. Future studies must be focused on the three main variables, talent acquisition, management, and employee retention. Moreover, one of the limitations of the study is that the secondary data shows some slight variations, future study can highlight the fact and considers only the most relevant data for the study.

3.8 Conclusion:

The article mainly focuses on the significance of employee engagement in job satisfaction in the steel, iron and aluminum industry of West Bengal. Shortly, the industry is going to experience a boom and for that companies are willing to enhance skilled employee engagement to support loyalty and contentment and henceforth, employee retention. The relationship between employee engagement and job satisfaction has been established. Though both of them bears separate meaning, but they are dependent on each other. The factor that affects employee engagement of an organization also leads to job satisfaction. Maslow's hierarchy of needs and personal engagement framework can provide a clear insight of the same. The study also well established the fact that how employee engagement and job satisfaction breeds loyalty within the employees.

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