

An Empirical Study on the Factors Affecting Employee Engagement

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Abstract: Employee engagement is the level of commitment and involvement of an employee has towards their organization and its values. It is a vast construct that touches almost all parts of Human Resource Management. It is a positive approach held by the employees towards organization and its values. The paper focuses on how employee engagement is dependent of job involvement and what should company adopt to make the employees engaged. In this study we have adapted descriptive research design for analysing the factors that are responsible for employee engagement in this selected organisation. We have followed simple random sampling for this study, our sample size is 250 and we have chosen primary method of data collection for eliciting the opinion of employees through by questionnaire.

Keywords: Employee Engagement, Job Involvement, Questionnaire, commitment & involvement.

INTRODUCTION

Employee engagement is an approach resulting in the right conditions for all members of an organisation to give up their best each day, committed to their organisation's goals and values, motivated to contribute to organisational success with an enhanced sense of their own well-being. Engagement at work was conceptualized by Kahn, (1990) as the 'harnessing of organizational members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. The second related construct to engagement in organizational behavior is the notion of flow advanced by Csikszentmihalyi (1975, 1990). When individuals are in Flow State little conscious control is necessary for their actions. It is said in Thirukural that among the relationships, friendship is the best one and it is a one which safeguards employment.1:

“Seyarkariya yaavula natpin adhupoal
vinaikkariya yaavula kaappu”

Employee bonding with the organization is the best one for the people in the profession employee engagement with the organization act as a protection shield for the career development. It is said in following Thirukural that the stability of friendship lies in consensus of the opinion among the people with the helping nature.

“Natpirku veetirukkai yaadhenin kotpindri
Ollumvaai oondrum nilai”

In business the survival of any employee in organisation lies with team spirit and bonding with the organisation. Employee engagement is the involvement an employee has to their business and its values. An engaged employee identifies business framework, and works with their co-workers to improve performance within the work for the advantage of the company. The company should work to improve and encourage engagement, which needs a two-way relationship among employer and employee.

When Kahn discussed about employee engagement he has set important to all three characteristics tangibly, cognitively and emotionally. Employee satisfaction, significance has been more given to cognitive aspect.

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HR experts trust that the engagement task has a lot to do with how employee thinks about the job experience and how he or she is treated in the company.

Aspects of Employee Engagement

Classes of Employee Engagement identified by Gallup the Consulting association, there are different kinds of employees:-

Engaged- They are creators. They want to know the anticipated opportunities for their part in their organization so they can attain and go beyond them. They're indeed curious about their organization and their space in it.

Not Engaged---They used to focus on tasks other than the objectives and results they are estimated to finish. They need to be told about the tasks to be done and tell they have completed. They concentrate on completing tasks vs. achieving a result.

Actively Disengaged— they are the "cave occupiers." They're "Constantly beside Virtually Everything." They are hard acting out their sorrow. They sow seeds of pessimism at every chance. Daily, actively disengaged employees demoralize what their engaged co-workers achieve.

Some of the returns of Engaged workers are:

- Engaged employees will continue with the company and will be a supporter of the company and add to business victory.
- They will usually achieve well and are more driven.
- There is an important link among employee engagement and effectiveness.
- They form an expressive link with the enterprise. This influences their attitude to the company's customers, and thereby increases customer fulfilment.
- It builds desire, commitment and orientation with the business strategies and objectives.

OBJECTIVES OF THE STUDY

- To study the effectiveness of employee engagement practices.
- To understand employee's attitude about workplace conditions that enhances employee engagement
- To identify opportunities provided in the organisation that motivates employee engagement.

LIMITATIONS

- Qualitative research subjectivity indicates to procedural issue.
- Self-employed women showed less interest in responding to the questions.

REVIEW OF LITERATURE

In the research on employee engagement (Harter, Schmidt & Hayes, 2002), have frequently questioned employees 'whether they have the chance to ensure what they do finest everyday'. Those work units recording higher on the opinion have substantially complex performance. Thus employee engagement is serious to any business that wants to retain treasured employees.

The Watson Wyatt consulting companies has been showed that there is an inherent link among employee engagement, consumer loyalty, and productivity. As companies globalize and become further reliant on technology in a virtual employed society, there is a superior need to join and engage with workforces to offer them by an organizational 'identity.'

Shashi (2011) strengthened the significance of employee communication on the victory of a business. She publicized that a business should appreciate the importance of workforces, more than any other thing, as the most influential provider to an organization's viable position.

Bijaya Kumar Sundaray (2011) concentrated on different variables that lead to employee engagement. Good attention on commitment strategies will improve the organizational effectiveness in moved productivity, profits, quality, consumer satisfaction, employee preservation and increased flexibility.

Simpson (2009) found that the present state of knowledge about people engagement by a review of the literature.

This review emphasized the four lines of engagement research and concentrates on the factors and concerns of engagement at job.

Susi & Jawaharrani (2011) evaluated several literatures on Employee engagement, discover work culture & work-life balance strategies & practices monitored in companies in order to enhance employee

engagement in their companies to improve their employees' productivity and maintain them. Work-life balance is important driver of employees' satisfaction.

Bhatla (2011) concentrated on the requirement for such workforces and how their occurrence can develop the progress and work effectiveness of the business as a whole. Also concentrated on the difficulties faced by the HR managers to increase employee engagement for the company's survival.

RESEARCH METHODOLOGY

Descriptive (Empirical) research uses actual values. It can attain a share of evidence during description. Research configuration alters by field and by the investigation being discovered. Primary data is collected using survey method. Questionnaire is prepared. It is circulated to the respondents. Each distinct subject is selected totally by chance and each fellow of the residents has an equivalent chance of being incorporated in the sample. The sample size taken for the study is 250.

1. GENDER VS YEARS OF EXPERIENCE

Gender * Yrs of experience Cross tabulation

Count		Yrs experience					Total
		<5	6-10	11-15	16-20	>20	
Gender	Male	26	94	41	67	8	236
	Female	20	22	35	13	9	99
Total		46	116	76	80	17	335

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	31.735 ^a	4	.000
Likelihood Ratio	31.634	4	.000
Linear-by-Linear Association	.118	1	.731
N of Valid Cases	335		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.02.

As the p value is less than 0.05, there is significant difference between gender and years of experience in this company.

2. MODEL CONSTRUCTION

1. Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval Pearson's R	-.019	.057	-.343	.732 ^c
Ordinal by Ordinal Spearman Correlation	-.020	.056	-.361	.718 ^c
N of Valid Cases	335			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Number of variables in model: 6

Number of observed variables: 3

Number of unobserved variables: 3

Number of exogenous variables: 3

Number of endogenous variables: 3

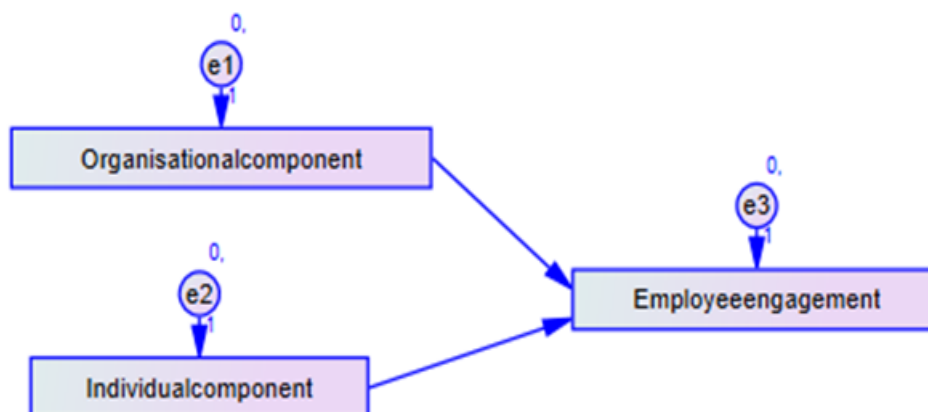
	Weights	Covariance's	Variances	Means	Intercepts	Total
Fixed	3	0	0	0	0	3
Labelled	0	0	0	0	0	0
Unlabelled	2	0	3	0	3	8
Total	5	0	3	0	3	11

Number of distinct sample moments: 9

Number of distinct parameters to be estimated: 8

Degrees of freedom (9 - 8): 1

Iteration		Negative eigen values	Condition #	Smallest eigen value	Diameter	F	N Tries	Ratio
0	e	1		-0.193	9999.000	5370.13 2	0	9999
1	e*	1		-27.028	1.372	4649.93 6	20	1.448
2	e*	1		-402.93	0.094	4257.80 5	9	1.382
3	e	1		-118.794	0.009	4170.29 4	8	0.963
4	e	1		-55.863	0.006	4143.47 5	5	0.533
5	e*	1		-250.915	0.051	3790.40 1	8	1.083
6	e*	1		-53.08	0.013	3700.22 8	6	0.634
7	e	1		-20.791	0.025	3364.41 1	5	0.889
8	e*	1		-32.308	0.059	3213.18 1	8	0.704
9	e*	1		-696.134	0.095	2657.1 1	5	0.958
10	e	1		-536.602	0.003	2502.71 9	10	0.844
11	e*	1		-2440.297	0.017	2165.38 5	9	1.087
12	e	1		-3841.568	0.005	2015.70 7	6	0.97
13	e*	1		-16588.51	0.006	1672.39 9	5	1.098
14	e*	1		-10507.687	0.003	1410.91 2	5	0.934
15	e*	1		-2617352.423	0.002	845.05 2	5	1.249
16	e	3		4724094012.410	0.000	828.88 3	28	0.7
17	e	1		-621745.988	0.000	828.477	5	1.059
18	e	1		-621745.988	0.000	828.477	6	1.008
19	e	1		-621745.988	0.000	828.477	6	1.008
20	e	1		-621745.988	0.000	828.477	6	1.008
21	e	1		-621745.988	0.000	828.477	6	1.008



In the model gender plays a vital role in determining employee experience. The happening of any event (Q12) might have differential among the employees.

Model analysis

Both individual component and organizational component are significant in this model in constituting employee engagement. For any organization for achieving employee engagement, equal weightage should be given for both the parameters.

3. REGRESSION

Qualification is the dependent variable. Performance appraisal awareness is the independent variable. The value of R is 0.132. Therefore, the correlation between is weakly positively correlated. R square value is 18% i.e. the impact created by qualification on performance appraisal s 18%. There is a considerable impact on these two variables.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.132 ^a	.018	.014	.282

a. Predictors: (Constant), awareness about appraisal

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.352	1	.352	4.428	.036 ^b
1 Residual	19.712	248	.079		
Total	20.064	249			

a. Dependent Variable: Qualification

b. Predictors: (Constant), awareness about appraisal

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.142	.031		36.363	.000
1 awarenessabt appraisal	-.026	.013	-.132	-2.104	.036

a. Dependent Variable: Qualification

4. FREIDMAN TEST

There is significant impact on the years of experience and appreciation of the employees.

Ranks

	Mean Rank
Yrsexperience	1.89
appreciation	1.11

Test Statistics^a

N	250
Chi-Square	194.000
df	1
Asymp. Sig.	.000

a. Friedman Test

5. KRUSAL WALLIS TEST (H TEST)

Qualification Vs Career development: There is a considerable impact on career development in the organization. Qualification is one of the criteria which is the vital element in the career development. Whatever qualification they acquire from institution, they have to update their required skill and knowledge (Competency) towards their career development.

CONCLUSION

Employee Engagement is the buzz word term for employee communication. It is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, use and importance in the workplace and impacts organizations in many ways. Employee engagement emphasizes the importance of employee communication on the success of a business. An organization should thus recognize employees, more than any other variable, as powerful contributors to a company's competitive position. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action. We would hence conclude that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavour.

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