Study on Employee Engagement among workers at RUBCO in Enhancing an Innovative Organisational Culture

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ABSTRACT

Employee engagement is a barometer that determines the association of a person with the organization. Engagement is most closely associated with the existing construction of job involvement and flow. Job involvement is defined as the degree to which the job situation is central to the person and his or her identify. Job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. HR practitioners believe that the engagement challenge has a lot to do with how Employee feels about the work experience and how he/she is treated in the organization. It has a lot to do with emotions which are fundamentally related to drive bottom line success in a company. There will always be people who never give their best efforts no matter how hard HR and line managers try to engage them. But for the most part employees want to commit to companies because doing so satisfies a powerful and a need in connect with and contribute to something significant and creative .A descriptive study consisting of 50 sample workers is conducted using a questionnaire at RUBCO.The study found that majority of the workers had an emotional attachment to the organization which led to a innovative organizational culture.

Key words: Employee engagement, Emotional attachment, Innovative work Environment Organizational culture.

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I. Introduction :

Employee engagement in the simplest terms signifies a synergy of being holistic, energetic, spiritual, and aligned with meaningfulness (Singh & Kumar, 2012). The definition of employee engagement includes energy, involvement, commitment, vigour, and attachment with the work, organization, and colleagues. Employee engagement looks quite similar to some of the already established constructs of Job Satisfaction (JS), Organizational Citizenship Behaviour (OCB), Organizational Commitment (OC), Job Involvement (JI) and so on and so forth.

Every organization is striving to increase its profits, improve the quality, and improve customer satisfaction, without increasing costs. Organizations started to realize that having a strong brand, new products and new technology alone does not help them get the winning edge over the competitors. They also need to focus on employees, who are the life blood of their business. They need to continuously nurture and motivate the employees who can prove to be powerful weapons against competition. Engaged employees have the necessary desire and commitment and perform the job to the fullest satisfaction of the organization. A survey conducted by the global workforce revealed that he fore most drivers for employee engagement is the belief among the employees that their managers or the leaders wholeheartedly care for their well-being. Engaged employees are beneficial to the organization. Such employees work smarter and keep finding newer ways to improve their performance. They help the organization is increasing the sales, improve the quality and engage innovating new products. They find new ways to attract as well as retain the existing customers.

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). Csikzentmihalyi (1975) defines flow as the 'holistic sensation' that, people feel when they act with total involvement. Flow is the state in which there is little distinction between the self and environment. When individuals are in Flow State little conscious control is necessary for their actions.

Employee engagement is the thus the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of

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business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.' Thus Employee engagement is a barometer that determines the association of a person with the organization. Engagement is most closely associated with the existing construction of job involvement (Brown 1996) and flow (Csikszentmihalyi, 1990). Job involvement is defined as 'the degree to which the job situation is central to the person and his or her identity (Lawler & Hall, 1970). Kanungo (1982) maintained that job involvement is a 'Cognitive or belief state of Psychological identification. Job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. Thus job involvement results form a cognitive judgment about the needs satisfying abilities of the job. Jobs in this view are tied to one's self-image. Engagement differs from job in as it is concerned more with how the individual employees his/her self during the performance of his / her job. Furthermore engagement entails the active use of emotions. Finally engagement may be thought of as an antecedent to job involvement in that individuals who experience deep engagement in their roles should come to identify with their jobs.

Thus employee engagement is a barometer that determines the association of a person with the organization. Engagement is most closely associated with the existing construction of job involvement and flow. Job involvement is defined as the degree to which the job situation is central to the person and his or her identify. Job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. When Kahn talked about employee engagement he has given importance to all three aspects physically, cognitively and emotionally where as in job satisfaction important has been given more to cognitive side. HR practitioners believe that the engagement challenge has a lot to do with how Employee feels about the work experience and how he/she is treated in the organization. It has a lot to do with emotions which are fundamentally related to drive bottom line success in a company. There will always be people who never give their best efforts no matter how hard HR and line managers try to engage them. But for the most part employees want to commit to companies because doing so satisfies a powerful and a need in connect with and contribute to something significant.

II.   Review of Literature

The study of the related literature implies locating, reading, and evaluating reports of research as well as reports of casual observation and opinion. The review of related literature gives the scholar an understanding of the previous works that have been done in the area of investigation. Until one has learnt what others have done in the area of the study, the investigator cannot develop a research project that will contribute to further knowledge.

The review of the literature provides an opportunity of gaining into the methods, measures, subjects and approaches employed by other research workers. This, in turn, will lead to significant improvement of research design. The literature in any field forms the foundation upon which all future work will be built. If we fail to build this foundation of knowledge provided by the review of the related literature, the work is likely to be shallowed and naive and will often duplicate the work that has already been done.**Harter, Schmidt, and Hayes (2002)** in their study completed a meta-analysis of prior studies on employee engagement that were conducted by the Gallup Organization. The researchers examined the relationship between employee satisfaction-engagement, and the business-unit outcomes of customer satisfaction, productivity, profit, employee turnover, and accidents. Harter et al. (2002) noted that one of the defining elements of employee engagement is the actionable quality of the measured concepts. In other words, employee engagement is related to meaningful business outcomes and many of the core issues of engagement are ones over which managers can have substantial influence. High levels of satisfaction and employee engagement were positively correlated with customer satisfaction, profitability, productivity, and safety outcomes. On average, business units that had employee scores in the top quartile range on the engagement scale had a one to four percent higher profitability. Additionally, businesses who scored in the top quartile on engagement boasted lower turnover percentage rates (Harter et al., 2002).

May, Gilson, and Harter (2004) conducted a field study in a large Midwestern insurance agency. Using a survey format they explored why some individuals fully engage in their work while others become alienated or completely disengaged. Results of this study confirmed that engagement differs from simple job satisfaction. They agreed that engagement actually entails the active use of emotions and behaviors in addition to cognitions. Overall, study results supported Kahn's earlier work in that psychological meaningfulness and safety were positively linked to employee investment in work roles. Additionally, job enrichment

and role fit were positively related to psychological meaningfulness. Having a supportive supervisor and good relations with co-workers were related to feelings of psychological safety on the job.

Ulrika Eriksson Hallberg (2005) in her study "Studies of Work Engagement, Type A Behavior and Burnout" she explained the association between being 'on fire' and burnout. More specifically, the thesis focused largely on two representations of involvement in work (work engagement and Type A behavior) and their respective relationships to burnout. Another pervasive theme was construct validity in assessing burnout and work engagement. These themes were addressed in four empirical studies, conducted in a sample of healthcare workers (Study I) and a sample of information communication technology consultants (Studies II, III, and IV). The results presented in this dissertation support the construct validity of Swedish versions of the MBI and UWES. It was further indicated that emotional exhaustion and depersonalization (or cynicism) constitute the core aspects of burnout, and that work engagement was more rominently associated with lack of health complaints than job involvement and organizational commitment. A conclusive suggestion encourage both research and practice to explore how work engagement may best be enhanced using job redesign. **David S. Gill (2007)**, "Employee Selection and Work Engagement: Do Recruitment and Selection Practices Influence Work Engagement?", the objective of this study was to investigate the effect employee selection and recruitment practices had on work engagement and to determine how much of an impact various selection methods have on engagement, organizational practices beyond job design. This study served to expand the literature on antecedents and outcomes of work engagement to include human resources practices, such as Realistic Job Previews (RJP) and selection tests, as antecedents. A sample of 161 Information Technology helpdesk support representatives, who were grouped by receiving or not receiving an RJP and a selection test, were assessed on the Utrecht Work Engagement Scale (Schaufeli, Salanova, Gonzalez-Roma, and Bakker, 2002). Additional analyses were conducted to determine the predictability of engagement on individual (e.g., personal health and job satisfaction) and organizational outcomes (e.g., turnover intentions and performance). Overall, results suggest that human resources practices should be included in the work engagement model. **Gabriel M. De La Rosa(2008),** In this study the applicability of the Demands Control Support (JDCS) model to understanding employee engagement is tested using survey responses from employees working in the United States of America and Internationally. Results support Karasek's (1989) interpretation of the JDC(S)

model, suggesting additive, linear relationships between self reported perceptions of demands, control, and support incrementally explained variance in self reported employee engagement. Results highlight the importance of considering employee perceptions of job demands, job control, and job support to understanding employee engagement. Also, the possibility of cultural values which may influence the importance of work characteristics is discussed. **Andrew J. Wefald and Ronald G. Downey (2009),** he investigated the factor structure of W. B. Schaufeli et al.'s measure of engagement and academic engagement's relation to academic satisfaction and found the Employee Engagement and Job Satisfaction to be highly related constructs. The Previous researchers found a 3-factor structure of engagement that comprises vigor, dedication, and absorption. The authors administered to a sample of university students a questionnaire on their level of engagement in academic work and various other measures. The results did not confirm the 3-factor structure.

Susan L. Sweem (2009), the study titled as "Leveraging Employee Engagement through a Talent Management Strategy: Optimizing Human Capital through Human Resources and Organization Development Strategy in a Field Study". This field study explores how talent management and employee engagement are defined and investigates how a talent management strategy affects employee engagement within a US service unit of a coatings/chemical company. It also explores how human resources (HR) and organization development (OD) can support a talent management strategy. Using a mixed methods approach of implementing various interventions within the service unit and comparing the results with the other US business units through survey data and semi-structured interviews, the findings conclude that the key components of talent management are a continuously improving work environment, an open climate and clear top communication. The components of the engagement construct are: A supervisor who coaches; employee development; transparent trust; meaningful and challenging work; and commitment. Based upon these constructs and this field study, a talent management strategy does significantly increase employee engagement. **Alan M. Saks (December 2011),** the study "Workplace spirituality and employee engagement" describe the importance of Workplace Spirituality for Employee Engagement Maintenance. A model of workplace spirituality and employee engagement is presented in which three dimensions of workplace spirituality (transcendence, community, and spiritual values) relate to employee engagement through four psychological conditions (meaningfulness in work, meaningfulness at work, safety, and availability).

Junghoon Lee (2012), this study empirically tested relationships among antecedents and consequences of employee engagement in the hotel setting. In particular, this study provided theory-based empirical evidence regarding whether employee evaluations of self (i.e., core self evaluations) and perceptions of organizational environment (i.e., psychological climate) affect employee engagement. This study also investigated how employee engagement directly and indirectly leads to intrinsic rewards, job satisfaction, personal attachment to an organization (i.e., organizational commitment), and the (LMX). Results of hypothesis testing showed that core self evaluations and three components of psychological climate (managerial support for service, interdepartmental service, and team communication) positively influence employee engagement. The results also revealed that employee engagement is positively associated with all the outcome variables. This study further demonstrated that LMX mediates the relationships of employee engagement with job satisfaction and organizational commitment; job satisfaction mediates the relationships between employee engagement and organizational commitment and between LMX and organizational commitment. employee engagement levels of their work force.

NeelamLal et al (2013) worked on "Employee Engagement via Talent Management". She studied innovative practices of TATA Motors Pune for adopting Employees Engagement through Talent Management. They correlated Employees Engagement and Job Satisfaction with Talent Management Practices.

Vishal Gupta and Sushil Kumar (2013) "Impact of performance appraisal justice on employee engagement: a study of Indian professionals" Performance appraisal is one of the most important human resource management practices as it yields critical decisions integral to various human resource actions and outcomes. The purpose of this study is to explore the relationship between perceptions of performance appraisal fairness and employee engagement in the Indian business context. The study was conducted in two parts. The first part explored the relationship between justice perceptions and a one-dimensional conceptualization of engagement. The second part explored the relationship between justice perceptions and a three-dimensional conceptualization of engagement. The relationships between justice perceptions and engagement were analyzed using zero-order correlations and hierarchical regression analysis. The results of the study show that distributive justice and informational justice take precedence over procedural justice. Employees who feel that they have been given fair ratings also tend to believe that the procedures followed are fair and just. When an employee feels that the outcomes (salary hike, rewards, etc.) commensurate with the

effort put in, he/she reciprocates it with greater vigor, dedication and is more engaged (physically, cognitively and emotionally) in is/her job. The study findings suggest a significant positive association between distributive and informational justice dimensions and employee engagement. Distributive justice and informational justice dimensions were found to have a stronger impact on employee engagement conceptualized as antipode of burnout

History

Kerala State Rubber Co-operative Ltd popularly known as Rubco, was developed in the year 1997 with the objective of effectively utilizing the abundant rubber resources of Kerala. Today Rubco has grown into Rs.280 crore (Rs.2800 million) conglomerates with well-diversified operations and a market presence extending beyond the boundaries of Kerala. Rubco is the market intervention agency of the Government of Kerala for processing natural rubber directly from farmers. The co-operative establishment was organized at a time when rubber growers of Kerala were facing serious threats of low price for the products.

RUBCO stands for:

R- Reliable

U- Unique

B- Beautiful

C- Convenient

O- Original

III.   Objectives of the Study

Primary Objective

To study employee engagement in an organization among workers in Rubco, Kannur

Secondary Objective

- To evaluate the effectiveness of employee engagement in an organization.
- To study the attitude of employees towards their job.
- To study the welfare facilities provided by the company.
- To find out the satisfaction level of the employees in an organization.
- To find out the employee-superior relationship.

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IV.   Hypothesis of the Study

1) Respondents and Level of satisfaction towards present working condition.

H0- There is no significant relation between Gender and satisfaction level of the employees towards the present working condition of a company.

H1- There is a significant relation between Gender and satisfaction level of the employees towards the present working condition of a company.

2) Respondents and Level of satisfaction towards Bonus, special allowances and extra payments.

H0- There is no significant relation between Gender and satisfaction level of the employees towards bonus, special allowances and extra payments.

H1- There is a significant relation between Gender and satisfaction level of the employees towards bonus, special allowances and extra payments. The study has a sample size of 50 employees.

Primary data was collected through questionnaire method. There are 25 questions in the questionnaire.

After collection of data from the employees, each question were analysed and interpreted. The tools used for the analysis is simple percentage method.

$$\frac{\text{No. of Responses}}{\text{total No. Of Responses}} \times 100$$

The collected information is represented using tables, graphs and pie diagrams.

CHI-SQUARE TEST

The chi-square test is an important test amongst the several tests of significance developed by statisticians. Chi-square, symbolically written a statistical measure used the context of sampling analysis for comparing a variance to a theoretical variance.

V.   Analysis of data

The gender-wise Classification of the respondents

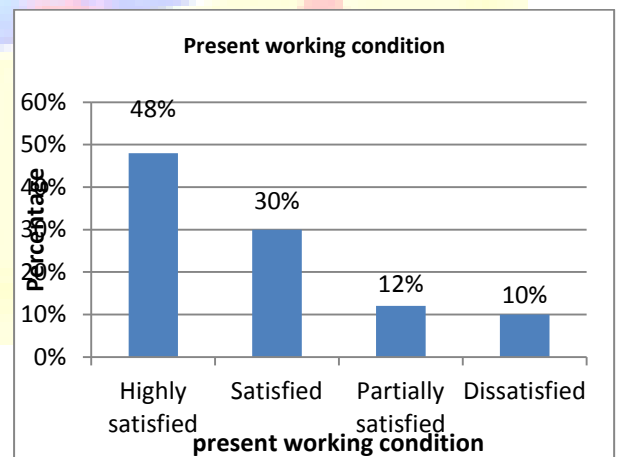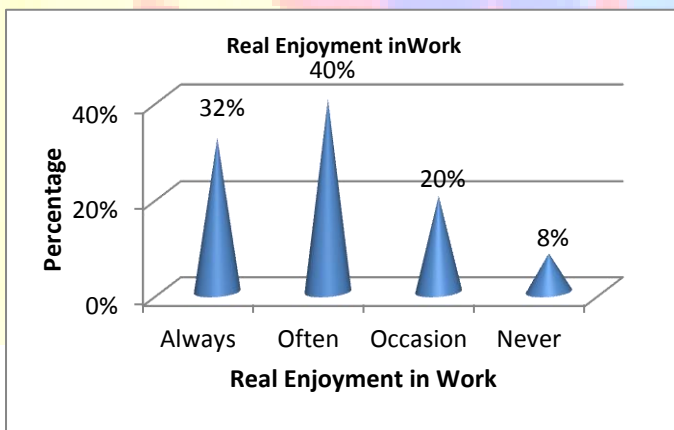| Gender	No. of Respondents	Percentage
Male	35	70%
Female	15	30%
Total	50	100%

Gender-Wise Classification
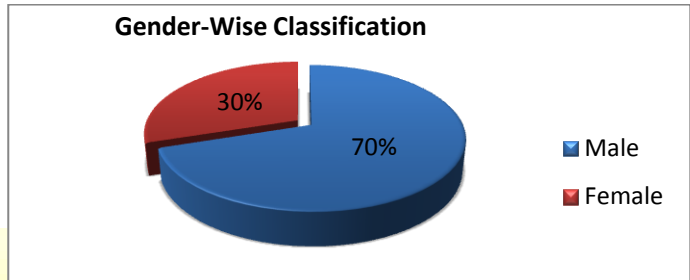
(Source: Primary Data)

Figure showing the genderwise classification of the respondents

Table showing the Job activities personally meaningful

Job Activities personally Meaningful	Respondents	Percentage
Yes	38	76%
No	12	24%
Total	50	100%

(Source: Primary Data)

VI.   Findings

The main findings of this study are based on the analysis of the data obtained from the respondents with the help of questionnaire method.

General details

- 48% of them are the age between 20-30 years, 40% are between 30-40 years and 12% are between 40-50 years.

- 70% are male and 30% are female.

- 16% are unskilled, 32% are semi-skilled, 44% are skilled and 8% are professional.

Specific Objectives

1. OBJECTIVE: To evaluate the effectiveness of employee engagement in an organization.

From the above survey it is found that fifty percentages of the employees are moderately effective in duration of working hours. Majority of employees have emotional attachment towards organization. Less than fifty percentages of employees often have enjoyment during the work. Merely 36% of the employees agree on exert a lot of energy performing job. Only 48% of employees have the opinion that the company given equal opportunity and fair treatment.

2. OBJECTIVE: To study the attitude of employees towards their job.

From the survey it is clear that 36% of employees were partially satisfied regarding shift timing. Less than fifty percentages of employees are the opinions that always have positive challenge. The survey shows that majority of the respondents agrees that the organization have the job activities personally meaningful. Only 44% of employees say occasionally afraid to express opinion at work. Majority of employees agrees that the organization have the confident in ability to think clearly at work.

3. OBJECTIVE: To study the welfare facilities provided by the company.

The survey shows that majority of the respondents are highly satisfied with the accommodation facility. More than fifty percentages of respondents agrees that the organization have the festivals and leave facilities. 30% of respondents are partially satisfied with bonus, special allowance and extra payments. Majority of respondents are agreeing with insurance scheme. More than fifty percentages of respondents are satisfied with health and safety measures.

4. OBJECTIVE: To find out the satisfaction level of the employees in an organization.

The study shows that most of the respondents are highly satisfied with present working condition. Less than fifty percentages of the employees often agree that their job is important in the organization. Most of the employees are satisfied with the working environment. More than fifty percentages of employees always recommend the company to make improvement. Only 32% disagree with the opinion that they get personal reward for hard work.

5. **OBJECTIVE:** To find out the employee-superior relationship.

The survey shows that most of the respondents agree with the level of trust. Less than fifty percentages of the employees agree on solving work related problem. 50% of respondents often have encouraged developing new skills. Majority of respondents agree that the organization have committed to protecting interest. 44% have the opinion that the leadership quality of the superiors is best.

VII.   Result Of Testing Hypothesis

1. The calculated value (0.6339) is less than the table value (7.815). So the null hypothesis is accepted that there is no significant relation between Gender and satisfaction level of the employees towards the present working condition of a company.

2. The calculated value (3.9474) is less than the table value (7.815). So the null hypothesis is accepted that there is no significant relation between Gender and satisfaction level of the employees towards bonus, special allowances and extra payments.

VIII.   Conclusion

A study of employee engagement was conducted at RUBCO. The study was conducted with fifty employees. And the researcher came to the conclusion that even though the employees were performing their job task, the element of engagement was found be fair in most of the employees or workers working pattern. An individual's intention to leave their organization is generally regarded as an important measure of how they are feeling about their work. Engaged employees are likely to have a greater attachment to their organization. At the same time engaging employees can help to reduce an organization's turnover and recruitment costs There exist a healthy and positive between employees and managers. The employees accept their responsibilities whole heartedly, accept that it is their responsibility to carry out a part of the activities of the company and they will be held accountable for the

quality of their work. The company has provided a good working environment and also various other facilities to motivate the employees. The company is using all the possible strategies to retain its employees. The employees in the company are compensated well and there is equal opportunity for its employees to get promoted to higher levels. The employees in the company are very creative, enthusiastic, and also very determined to grow in their career and in turn helping the company to grow.

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