

Employee engagement analysis at different global locations for selected Multinational Corporation.

ShriramS. Dawkhar*

Abstract

This research paper is about employee engagement analysis at different global locations of selected Multinational Corporation. It is a descriptive research where data was collected from 276 employees from different global locations. It is a sincere effort to find out whether the employees in selected MNC are engaged employee or disengaged employee and thus appropriate measures can be employed accordingly.

Keywords:

Employee Engagement;
Employee engagement in MNC;
Employee empowerment;

This research has shown that, more than 92% of the employees are aligned with company's strategic goal. There are overall good communication in the organization. Management should focus on their employee's development plans which are not very attractive. Further majority of employees said that, they are not getting support and recognition from the management.

***Sinhgad Institute of Business Administration and Research, Kondhwa, Pune, India**

1. Introduction

Employee engagement is an important aspect of modern human resource management. There are three types of employees, i.e. engaged, not engaged & actively disengaged [4]. Engaged employees work with passion & drive the organization forward. Not engaged employees putting their time only and not energy & creativity. Actively disengaged employees are very harmful to the organization. By understanding employee engagement in the organization; it can take efforts to improve it. This improvement will lead to overall improvement in the organizational environment towards positive direction.

Thus every organization must measure its employee engagement in order to improve its overall productivity, to bind its employees emotionally and intellectually and to go one extra mile for the organization. Thus it will directly enhance the profitability of the organization.

2. Literature Review

Employee engagement has attracted enormous interest over the last two decade.[10]. It is a little vast construct that relates almost all parts of human resource management [11]

Engagement at work as is conceptualize as “The harnessing of organization members themselves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”[7] Employee engagement can determines employee’s productivity and their willingness to stay with organization.[13]. Thus employee engagement is responsible for effectiveness in an organization by improving retention, productivity and ultimately profitability. There are various factors that are responsible for employee engagement. By studying these factors management can improve employee engagement in their organization. Employee will not engage themselves fully in their job if every aspect of human resources is not addressed.

Positively engaged employees are highly involved in their job with a great enthusiasm and emotionally attached to the organization. They generally goes extra mile for their organization success [11] Employee Engagement now again getting more importance since many drivers are identified and it can be seen as a powerful source of competitive advantage for the organization. It is also a popular tool for performance enhancement.

The purpose of this study is to collect data from the employees across all the locations, on employee engagement. Employees were asked to fill the questionnaire to measure employee engagement. This data was collected and analyzed in order to show the level of employee engagement within the selected MNC. It operates in various countries i.e Tanzania, Zambia, Dubai, Kenya, India, and South Africa. Employee engagement survey was done in all the entities among 276 employees. The survey sample of the present employees was chosen because these are the employees that have the greatest influence on the production, quality, and changes in the current systems.

3. Research Method:

This is descriptive type of research where data of selected MNC's employee were collected with the survey method. For collection of data a survey monkey link was forwarded to all the present working employees. Primary data was collected from 276 employees from different location internationally. Structured Questionnaire was used to collect the data.

4. Results and Analysis

For data analysis, data is collected through survey monkey forwarded across different locations of the company. Table-1 shows total number of employees has participated from different locations of the company.

Entity	Males	Females	Total
Tanzania	164	16	180
Zambia	8	2	10
Kenya	12	2	14
India	48	20	68
Dubai	4	0	4
South Africa	0	0	0
Total	236	40	276

Table -1: Participation of employees from different location

Data analysis was performed on the basis of following parameters.

i) Alignment: (Country wise and total):

In this parameter there is analysis of employee's alignment with company's strategic goal. Alignment is required for sustained high performance. It is a connection between strategy and execution. Aligned employees make sound judgements about their work priorities. Teams if aligned with company agree on their goals and work as one. In absence of alignment results may not be appropriate. [19]

Location	Strongly Disagree	Somewhat Disagree	N.A. N.D.	Somewhat Agree	Strongly Agree	Total Employees
Tanzania	0	4	0	36	140	180
Zambia	0	0	0	4	6	10
Kenya	0	0	0	2	12	14
India	0	8	6	30	24	68
Dubai	2	0	0	0	2	4
Total	2	12	6	72	184	276

Table -2: Employee's alignment with company's strategic goal.

Employees were strongly agreed that they have clear understanding of goals which states that they are aware of company's goal and strategy. From table-2, we can see that for more than 92% of the employees are aligned with company's strategic goal. This percentage is little less in India i.e. 77 %.

ii) Collaboration (Country wise and total):

Businesses are struggling to boost employee engagement in their organizations. According to Success Factor, an SAP company report, only 13 percent of employees say they are engaged at work. There are rapid changes in the workforces in recent years. Organizations that want to build and maintain employee engagement in today's working world must focus on collaboration. [20]

Collaboration is nothing but "the act of working with other people to achieve a mutual benefit". It is necessary to employee engagement.

Location	Strongly Disagree	Somewhat Disagree	N.A. N.D.	Somewhat Agree	Strongly Agree	Total Employees
Tanzania	4	8	14	50	104	180
Zambia	2	0	0	4	4	10
Kenya	0	0	2	4	8	14
India	6	8	22	20	12	68
Dubai	2	0	2	0	0	4
Total	14	16	40	78	128	276

Table -3: Employee's collaboration within company.

From table-3 it has been observed that Collaboration is more in Tanzania, Zambia, and Kenya as compared to India. For India around 25 percentage of the respondent were neither agree nor disagree category. For Dubai, does not observe any collaboration.

iii) Communication (Country wise and total):

Communication plays an important role in overall employee engagement. Internal organizational and supervisor communication enhance workplace relationships, and has significant impact in developing and maintaining optimal employee engagement. [17]

The organizations that promote effective communicators as a leaders and managers for driving engagement can expect positive impact on employee engagement, with higher job retention rates as well as attraction of new employees. [16]

Location	Strongly Disagree	Somewhat Disagree	N.A. N.D.	Somewhat Agree	Strongly Agree	Total Employees
Tanzania	14	6	12	50	98	180
Zambia	0	4	0	4	2	10
Kenya	0	0	2	6	6	14
India	6	10	14	18	20	68
Dubai	2	0	0	0	2	4
Total	22	20	28	78	128	276

Table -4: Communication within company.

From table -4, it has been observed that there are overall good communication in the organization. For Tanzania & Kenya its higher (> 90%), For Zambia and India it is less (around 60 – 70 %), However it is lesser in Dubai (50%).

iv) **Empowerment** : (Country wise and total):

Empowerment is redistribution or devolution of decision-making power to those who do not currently have it, and gives employees the power to do the job their positions demands [1],[2],[6]

The empowered employees become more active in problem solving which leads to considerable contribution in planning and execution of tasks [2]Management / Manager must do empowerment things to create a highly engaged workforce. [21]

Location	Strongly Disagree	Somewhat Disagree	N.A. N.D.	Somewhat Agree	Strongly Agree	Total Employees
Tanzania	4	12	10	78	76	180
Zambia	0	4	0	4	2	10
Kenya	0	0	0	8	6	14
India	6	8	10	30	14	68
Dubai	2	0	0	2	0	4
Total	12	24	20	122	98	276

Table -5: Empowerment within company

From table-5, it has been observed that there is good empowerment Kenya (100%), followed by Tanzania and India. For Zambia and Dubai it was little lesser than other.

v) **Developmental plans** (Country wise and total) :

One of the most overlooked opportunities to increase engagement is to create a development plan for employees during their performance review. [9]In traditional performance review process there is meeting of employees with manager for taking reviews for last year's performance.

However there is no much discussion about employee's personal development or career plans for coming year. If there is discussion on same, employee engagement will be surely increased.

There should be balance between corporate goals with employee's personal development goals in order to ensure the company's success.[9]After understanding of employees career goals, manager and employee should work together to fulfill their mutual goals. Company may use training and development in order to fulfill employee's personal goals. This will lead to actively engage their employees for company's continued growth.

Location	Strongly Disagree	Somewhat Disagree	N.A. N.D.	Somewhat Agree	Strongly Agree	Total Employees
Tanzania	58	12	24	40	46	180
Zambia	0	2	2	2	4	10
Kenya	2	0	0	4	8	14
India	8	8	10	26	16	68
Dubai	0	2	0	2	0	4
Total	68	24	36	74	74	276

Table -6: Developmental plans

From table-6, it has been observed that for Kenya and Zambia, the development plans are aligned with corporate goals. However for Tanzania and Dubai it is very less. This means company should consider this factor positively in order to increase employee engagement.

vi) **Support and recognition** (Country wise & total)

Employees vary in their engagement as a function of their perceptions of the benefits they receive from a role.[9]It comes from rewards and recognition externally.

Thus it can be expected that the employs who receives greater amount of rewards and recognition for their performance, will be more likely to engage themselves at work. The manager must provide support and recognition to create a highly engaged workforce. [21]Lack of rewards and recognition can lead to burnout.[12]

Location	Strongly Disagree	Somewhat Disagree	N.A. N.D.	Somewhat Agree	Strongly Agree	Total Employees
Tanzania	62	24	28	40	26	180
Zambia	2	2	0	4	2	10
Kenya	2	0	0	6	6	14
India	18	8	12	14	16	68
Dubai	4	0	0	0	0	4
Total	88	34	40	64	50	276

Table -7: Support and recognition within the company

From table 7 we can say that for overall more than 50 percentages of the employees said they are not getting support and recognition. Around 15 percentages of employees were neither agree nor disagree for the same. Thus this factor should be considered seriously.

vii) **Team work** (Country wise & total)

Teamwork is nothing but formally established group of employees working towards a common goal for the organization, which supports one another and/ or undertaking complementary tasks.[14]

Employee's teams are more productive than any single employee [15]Teamwork positively impacts engagement. [8] Further teamwork gives more organizational commitment. [14]

Location	Strongly Disagree	Somewhat Disagree	N.A. N.D.	Somewhat Agree	Strongly Agree	Total Employees
Tanzania	18	6	10	56	90	180
Zambia	0	2	2	0	6	10
Kenya	0	0	2	4	8	14
India	4	6	12	24	22	68
Dubai	2	0	0	0	2	4
Total	24	14	26	84	128	276

Table -8: Teamwork within the company

From table 8, it is clear that for Tanzania and Kenya there are highest teamwork (>80), followed by India & Zambia.

viii) **Work life balance/ Stress at workplace** (Country wise & total)

Work-life balance is nothing but satisfactory level of involvement between the multiple roles in a person's life [5]. It can be an organizational support for dependent care, flexible work options, and family or personal leave.[3] Effective work life balance polices will enhance employee engagement for long run.

Location	Strongly Disagree	Somewhat Disagree	N.A. N.D.	Somewhat Agree	Strongly Agree	Total Employees
Tanzania	12	8	14	58	88	180
Zambia	2	2	0	0	6	10
Kenya	0	0	4	4	6	14
India	8	12	16	22	10	68
Dubai	2	2	0	0	0	4
Total	24	24	34	84	110	276

Table -9: Work life balance/ Stress at workplace

From table 9 it is clear that For India and Dubai there is less work life balance as compared to Tanzania & Kenya.

5. Conclusion:

For selected MNC, more than 92% of the employees are aligned with company's strategic goal. This percentage is little less in India i.e. 77 %. Collaboration is more in Tanzania, Zambia, and Kenya as compared to India. For Dubai, does not observe any collaboration.

There are overall good communication in the organization. For Tanzania & Kenya it's higher (> 90%), For Zambia and India it is less (around 60 – 70 %), However it is lesser in Dubai (50%). There is good empowerment Kenya (100%), followed by Tanzania and India. For Zambia and Dubai it was little lesser than other.

For Kenya and Zambia, the development plans are aligned with corporate goals. However for Tanzania and Dubai it is very less. This means company should consider this factor positively in order to increase employee engagement.

More than 50 percentages of the employees said they are not getting support and recognition. For Tanzania and Kenya there is highest teamwork (>80), followed by India & Zambia. It has been also observed that for India and Dubai there is less work life balance as compared to Tanzania & Kenya.

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