

## **CONTRIBUTIONS OF ORGANISATION TOWARDS EMPLOYEE ENGAGEMENT**

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### **ABSTRACT**

"Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform at work". Employee engagement is distinctively different from employee satisfaction, motivation and organisational culture. This study is based on primary data. The primary data was collected through questionnaire method. Based on the analysis the researcher has drawn meaningful inferences and conclusions. This study helps the management to understand the expectation of employees and satisfy their job needs for their engagement in work. Statistical tools such as weighted average method and chi square methods have been used for analysing the employee engagement factors among employees.

**Key words: employee, engagement, retaining, job satisfaction, organisation, contribution.**

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## **INTRODUCTION:**

Retaining employees becomes a big deal for many organisations in today's competitive business world. The level of commitment and involvement an employee has towards his/her organisation is what employee engagement. This binds the employee well with the organisation. It is also said that an engaged employee gives his /her hundred percentages than an employee satisfied with his/her job. **The International Survey Research (ISR)** defines employee engagement as, "a process by which an organization increases commitment and continuation of its employees to the achievement of superior results." The ISR separates commitment into three parts; cognitive commitment, affective commitment, and behavioural commitment or think, feel and act.

Engaged employees ensure commitment and support their organisation during financial crisis. Most organizations realize today that a satisfied employee is not necessarily the best employee in terms of loyalty and productivity. It is only an engaged employee who is intellectually and emotionally bound with the organization, feels passionately about its goals and is committed towards its values who can be termed thus. He goes the extra mile beyond the basic job responsibility and is associated with the actions that drive the business. Employee engagement has become necessity for any organisation irrespective of their field of business.

### **Aspects of Employee Engagement**

Three basic aspects of employee engagement according to the global studies are:-

1. The employees and their own unique psychological make-up and experience.
2. The employers and their ability to create the conditions that promote employee engagement.
3. Interaction between employees at all levels. Thus it is largely the organization's responsibility to create an environment and culture conducive to this partnership, and a win-win equation.

### **K-A-B MODEL**

According to K-A-B MODEL for the success of employee engagement, the company must follow three steps i.e. **Knowledge Attitude Behaviour**

### **KNOWLEDGE:-**

Stakeholder must be aware of what is happening, what the change or engagement effort is, and what they will see happening across the organization, to and by whom ,over what time period .This is the “launch” part of engagement programmes, and is also where much of the effort is focused-often to the detriment of the subsequent stages.

### ***ATTITUDE:-***

Once the stakeholders have internalized the knowledge, they need to form an attitude about what they know. Generally this means that they must see tangible, positive evidence that the organization is serious about and committed to the programme. Evidence of behaviour change emerges in key leaders, managers and employees as, for example, process begin to evolve and changes are made.

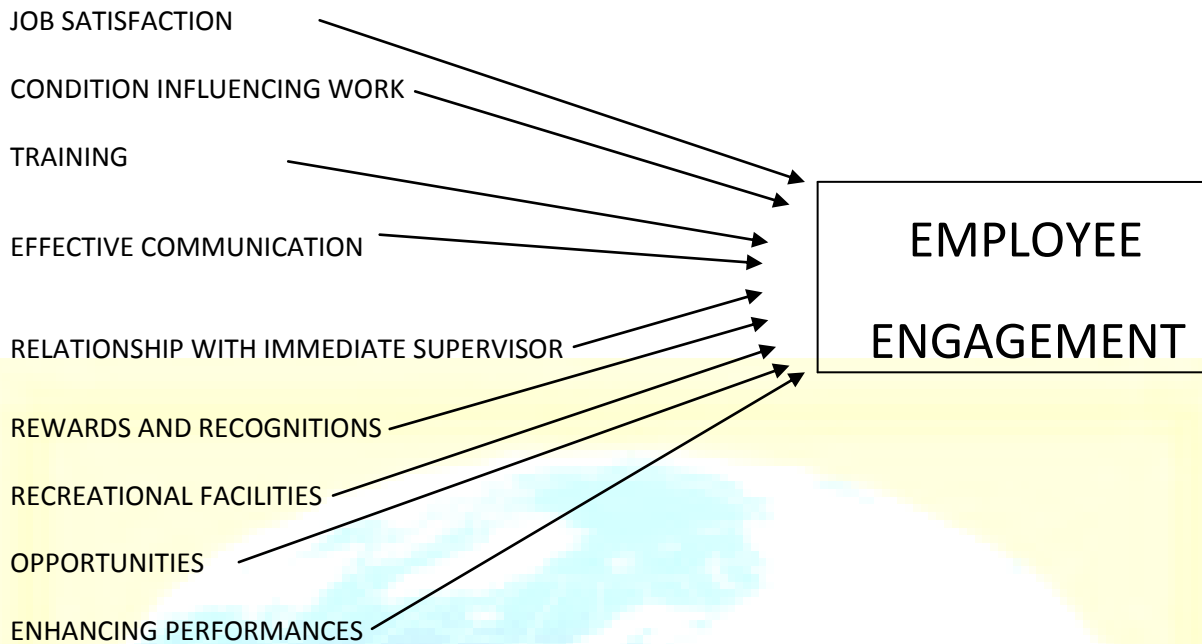
### ***BEHAVIOUR***

Once stakeholders have internalized the information and formed an attitude about the change and what it means to them, it is essential that they are given the tools, guidance and support needed to change their behaviours and must be visibly intolerant of behaviours that do not align with achieving the objectives behind the overall engagement efforts.

### ***OBJECTIVES***

- To study about the “Employee Engagement in a manufacturing organisation ”
- To ascertain the impact of employee engagement on job satisfaction.
- To analyse factors influencing employee engagement.
- To suggest measures to improve employee engagement.

## FACTORS INFLUENCING EMPLOYEE ENGAGEMENT



### REVIEW OF LITERATURE

**William H. Kahn (1990)** They completed some of the earliest work on engagement and defined engagement as, “the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.”

**N.P. Rothbard(2001)** described engagement as a psychological presence with two key mechanisms, attention and absorption.

**Bloom et al,( 2002):** Although the primary focus of engagement efforts has mostly been on team-building programs, employee opinion surveys and nonfinancial rewards, egalitarian pay structures have been found to be related to employee cooperation, involvement, satisfaction and commitment , all of which have been used as proxies for employee engagement.

**The British Broadcasting Corporation (BBC) (Shaw, 2005)** prefers not to use the term ‘engagement’ because they feel one would never use it to describe how they are feeling. The BBC definition is “creating a shared meaning and understanding in such a way that our people actively want to participate”.

Lucey *et al*, (2005) interpret the Gallup Engagement Index as measuring “how each individual employee connects with your company and how each individual employee connects with your customers”. They call the opposite of this emotionally unemployed.

**The Gallup Organization, (2006)**, potentially the most widely recognized name associated with employee engagement due to their best-selling book, “First, Break All the Rules,” defines engaged employees as those who, “work with a passion and feel a profound connection to their company” and “drive innovation and move the organization forward”.

**Scott *et al* (2009):** Compensation professionals appreciate the importance of pay communication as a means for aligning pay programs with the business strategy and the interest employees have in understanding how they were paid.

### RESEARCH METHODOLOGY:

**Research Design:** The research design used in this study is descriptive and analytical in nature

**Sampling Technique:** The sampling technique followed to collect the data is Convenience Sampling

**Sample Size:** The sample size consists of 150 respondents.

**Nature of respondents:** The nature of the respondents were drawn from manufacturing industry.

**Data Collection:** Primary data were collected from the employees through distributing questionnaire. Secondary data were collected from articles, journals.

**Tools and techniques:** Weighted Average Analysis and Chi Square.

### ANALYSIS & INTERPRETATION

TABLE 1: SATISFACTION WITH THE CURRENT JOB

Satisfaction level with current job	No. of Respondents	% of Respondents
Highly Satisfied	58	38.75
Satisfied	86	57.5
Neither satisfied nor Dissatisfied	4	2.5

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Factors Related to Training Programs	Highly satisfied (%)	Satisfied (%)	Neutral (%)	Dissatisfied (%)	Highly dissatisfied (%)
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Dissatisfied	0	0
Highly Dissatisfied	2	1.25
<b>Total</b>	<b>150</b>	<b>100</b>

Source: Primary data

The above table clearly states that majority of the employees are very much satisfied with the job they are in., i.e., 39 percent of the employees are highly satisfied with the current job and 58 percent of employees are satisfied with job, and 2.5 percent are dissatisfied with the job, and 1.25 percent of the employees are neither satisfied nor dissatisfied with the current job. Dissatisfaction level is zero among the employees.

**TABLE 2: CONDITIONS INFLUENCING WORK**

Satisfied with	Highly satisfied (%)	Satisfied (%)	Neutral (%)	Dissatisfied (%)	Highly dissatisfied (%)
Safe Work Environment	37.5	52.5	3.75	3.75	2.5
Working Conditions	31.25	50	12.5	5	1.25
Challenging Job Given	31.25	46.25	18.75	2.5	1.25
Work Timings	22.5	60	10	3.75	3.75
Work Culture	15	56.25	23.75	3.75	1.25

Source: Primary data

From the above table it is inferred that 52.5 percent of the sample group, agrees to the fact that working conditions are safe to work with. 50 percent of the group feels working conditions are feasible, 46.25 percent of the group's response indicates the job given to them are very much challenging, along with another 60 percent & 56.25 percent of the group which feels the comfortable work timings & feels good about work culture.

Company provides training opportunities	18.75	56.25	16.25	2.5	6.25
Opportunity to discuss training requirement	10	50	22.5	12.5	5
Training received relevant to job	17.5	55	16.25	6.25	5
Frequent and Adequate Training programmes	11.25	47.5	26.25	7.5	7.5
Trainers used are knowledgeable & Effective	27.5	57.5	8.75	2.5	3.75
Training provided helps to perform better	25	55	10	6.25	3.75

**TABLE 3: OPINION OF EMPLOYEE TOWARDS TRAINING**

**Source:** Primary data

It is found from the above table that 56.25 percent of the target group feels that company is providing lots of training opportunities. Also 50 percent of the staff accepts they get opportunities to discuss training requirement with their superiors, 55 percent accepts the training provided are relevant to their work nature, 47.5 percent feels frequent & adequate training programs are given, 57.5 percent respondents feels trainers used are knowledgeable & effective, and 55 percent of the same group accepts the fact that the training programs helps them to perform better.

**TABLE 4: RELATIONSHIP WITH IMMEDIATE SUPERVISOR**

RELATIONSHIP WITH IMMEDIATE SUPERVISOR	Highly satisfied (%)	Satisfied (%)	Neutral (%)	Dissatisfied (%)	Highly dissatisfied (%)
Manager/ Supervisor treats me fairly	37.5	47.5	8.75	2.5	3.75
Freely Approach supervisor for work related issues	43.75	46.25	7.5	1.25	1.25
Supervisor Provides full freedom to take decisions	38.75	36.25	18.75	3.75	2.5
Supervisor Provides regular feedback	36.25	37.5	16.25	8.75	1.25
Supervisor Pays attention on personal problems	18.75	58.75	16.25	3.75	2.5

**Source:** Primary data

From the above table it is known that, 47.5 percent of the staff agrees that they are treated fairly by their bosses, for approaching the supervisor for work related issues 43.75 percent strongly agrees. For decision making without any hindrances 38.25 percent strongly agrees. 37.5 percent of the target group feels there is regular feedback given. Nearly 58.75 percent of the employees feel that manager pays attention to the problems related to personal life also.

TABLE 5: REWARDS AND RECOGNITIONS

REWARDS AND RECOGNITIONS	Highly satisfied (%)	Satisfied (%)	Neutral (%)	Dissatisfied (%)	Highly dissatisfied (%)
Company recognizes when good job done	23.75	51.25	16.25	5	3.75
Motivated through monetary/ non-monetary factors	15	48.75	23.75	7.5	5
Satisfied with performance related awards	12.5	48.75	22.5	11.25	5

Source: Primary data

The above table shows that 51.25 percent agrees to the fact that company recognizes when an individual does a good job. 48.75 percent who agrees for the fact that the motivation through monetary benefits along with another, along with 48.75 percent of the respondents is satisfied with performance related awards.

TABLE 6: RECREATIONAL FACILITIES

RECREATIONAL FACILITIES	Highly satisfied (%)	Satisfied (%)	Neutral (%)	Dissatisfied (%)	Highly dissatisfied (%)
Recreational Facilities make me look forward to work	18.75	58.75	17.5	3.75	1.25
Recreational facilities are good than peer companies	20	50	23.75	2.5	3.75
Facilities provided for relaxation	30.25	44.75	20.5	1.5	3
Sports and cultural programs makes employee stress free	20.25	40.75	18.75	9.25	11

Source: Primary data

It is understood from the above table that 58.75 percent agree for the fact that recreational facilities motivates them to look forward to work, 50 percent of the target group feels the recreational facilities are good than the peer companies and 44.75 percent says that they are provided relaxation facilities while 40.75 percent feel, sports and cultural programs make them stress free.



TABLE 7: CHANCES FOR EMPLOYEES TO NOURISH

OPPORTUNITIES	Highly satisfied (%)	Satisfied (%)	Neutral (%)	Dissatisfied (%)	Highly dissatisfied (%)
Aware of promotional opportunities	12.5	63.75	15	2.5	6.25
Appraisal system are handled fairly	13.75	46.25	23.75	10	6.25
Opportunity provided to learn new things	21.25	48.75	18.75	6.25	5
Self appraisal is helpful for employees	20.25	50.75	16.25	7.25	5.5

**Source:** Primary data

It is inferred from the above table that 63.75 percent agrees that they are aware of promotional opportunities in the organization, In the fact of handling of appraisal system fairly 46.25 percent of the group agrees to the fairness, 48.75 percent of the employees feels opportunity are ample to learn new things.

Improvement in Performance	No.of Respondents	% of Respondents
Frequent Training	42	28
Regular & specific feedback	45	30
Clarity about Roles and responsibility	24	16
Better Communication	17	11
Better relationship with co-workers	12	8
Availability of Resources	10	7
<b>TOTAL</b>	<b>150</b>	<b>100</b>

**Source:** Primary data

It is clear from the above table that 28% of respondents feel that frequent training is provided and 30% felt that regular and specific feedback given would improve their performance.

TABLE 8: WORK FACTORS RELATED TO EMPLOYEE ENGAGEMENT

(Weighted average analysis)

	Weights	Rank
Job satisfaction	23.07	1
Safe work environment	15.66	6

Working condition	21.6	2
Challenging job given	21.53	3
Work timings	21	4
Work culture	20.26	5

**Inference:** The above weighted average analysis indicates that job satisfaction is ranked first whose mean is 23.07 and safe work environment is ranked last.

**TABLE 9: COMMUNICATIONS (weighted average analysis)**

	Weights	Rank
Aware of organisation's Policies, Mission, Vision & Values	23.13	1
Frequent Corporate communications	20.2	4
Can trust what company tells	20.8	3
Free to offer comments & suggestions	21	2
Proper Suggestions Given	20.13	5

**Inference:** From the above table it is seen that the employees are aware of organisation's policies, mission vision and values as it ranks first.

### **CHI-SQUARE TEST 1**

Relationship between the work experiences of employees and current job satisfaction.

NULL HYPOTHESIS ( $H_0$ ): There is no significant relationship between the work experience of the employee and their current job satisfaction.

#### **Table OF CHI SQUARE**

**Calculated value = 8.1967**

**Tabulated value = 34.3**

#### **Inference:**

Calculated value is less than the tabulated value. So the null hypothesis ( $H_0$ ) is accepted, hence there is no significant relationship between the work experience of employees and their current job satisfaction in the organization.

### **FINDINGS**

1. 49 percent of the respondents agree that they are satisfied with job. and 80 percent of the respondents feel that the working conditions are good to work with.

2. 49 percent of average respondents feel that they are aware of promotional opportunities and appraisal systems and 70 percent of the respondents feel that opportunity is ample to learn new things.
3. From the weighted average analysis it is found that working conditions is feasible and employees of aware of organisation's policies, mission, vision and goal.
4. In the factors of communications it is found that the employees are aware of organizations policies, vision, mission & values.
5. From the Chi square test it is found that there is no significant relationship between the Work experience and the current job satisfaction of the employees.

## SUGGESTIONS

- Steps (more innovative and challenging) to be taken for involving the employees that shall make them involve/ commit in their current job profile.
- Training need identification in the individual level must be prioritized/ more importance should be given.
- Frequency of trainings should be increased.
- Supervisor's feedback related to the work must be increased.
- Rewards and recognitions based on the individual performance should be given even more importance.
- Fairness in the appraisal system should be maintained. Self appraisal also could help employees in analysing themselves.
- More weightage should be given for subordinate issues related to personal life other than work.

## CONCLUSION

Employee engagement is carried out in a systematic approach to the entire staff level. Overall employee engagement is in moderate level among employee. This study gives an insight into employee expectation and improvement to perform better. To conclude, efforts must be taken to rectify the problems faced by the employee, although few percentages of employees are satisfied with the above mentioned factors.

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