

A Study on the relationship between employee engagement and organizational outcomes with respect to Chennai

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Abstract

Employee Engagement is the level of commitment and involvement an employee has towards their organization and its values. The study is being conducted among the selected employees of the E-publishing firms in Chennai. The specific purpose of the study is to build a better understanding of how employees of the organization remain engaged and to ascertain the impact of employee engagement on organizational outcomes like productivity, job satisfaction and the extent of communication between the employers and employees. The research work is carried out using questionnaire as an instrument. The sample size of this research was 200 copy editors of different e-publishing firms identified as targeted respondents. The samples have been collected through convenience sampling technique. The data has been analyzed and interpreted using various statistical tools like Multiple Regression and coefficients. The results of the tests have been discussed and meaningful conclusions have been presented in the paper.

Keywords: Employee Engagement, Satisfaction, Productivity, Communication.

Introduction

Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of 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. It 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 free flow of communication. Job involvement is defined as “the degree to which the job situation is central to the person and his or her identity.”

Problem focus

The main focus of the problem is to study the extent employees are engaged in their respective jobs, how employee engagement has an impact on attrition, productivity and job satisfaction.

Objectives of the study

- To find out the relationship between employee engagement and productivity.
- To ascertain the impact of employee engagement on job satisfaction.
- To identify whether employee engagement leads to increase in productivity.

Review of Literature

Dr. Gary Shelton (2010) study reveals that the company's level of employee engagement is a reflection of its core values; while at the same time reflects a fulfilling and positive job-related state of mind

that is characterized by the resilience and energy of its workers. The following report is an analysis of a case study conducted by Hallowell (1996) to determine whether Southwest Airline's organizational capabilities and employee needs are linked to competitive advantage. An examination of the data presented in the Southwest Airlines study reveals a significant level of employee commitment through the engagement and hiring of workers who fit the Southwest standards.

Mark Attridge (2009) article provides a review of the literature on employee engagement, based on studies from academic and business sources. Areas of focus include defining the concept of employee work engagement, how it is measured, how often it occurs, the costs of disengagement, the business benefits linked to positive engagement, and how workplace can be changed to encourage engagement. The findings indicate that work engagement can be improved through adopting certain workplace behavioral health practices that address supervisory communication, job design, resource support, working conditions, corporate culture and leadership style.

Methodology

Sampling Design

The validity of any research is based on the systematic method of data collection and analysis of the data collected. As stated above, the study is based on the data collected from the selected e-publishing houses in Chennai. The targeted respondents for the study were copy editors.

Collection of data

The main tool for collecting the data was questionnaire. It was pre-tested to ensure clarity and prompt response from the respondents. The secondary data was collected from various textbooks, journals and magazines. The sample size was about 200 copy editors. Convenience sampling technique was adopted for the study.

Results and Discussion

The data collected was analyzed by preparing suitable tables. The information collected with the help of the questionnaire has been tabulated and analyzed by using percentage analysis. Relevant statistical tools have been applied.

Table – 1: Gender wise distribution of the sample

Gender	No. of Respondents	Percentage
Male	134	67
Female	66	33
Total	200	100

Table – 2: Distribution on work experience of the sample

Work experience	No. of Respondents	Percentage
0-5 yrs	158	79
6-10 yrs	31	15.5
10-15 yrs	11	5.5
Total	200	100

The above tables show that 67% of the respondents are male and 33% of the respondents are female. Male respondents constitute more among copy editors. The distribution of work experience falls as 79% of the respondents have between 0-5 years of experience, 15.5% of the respondents have the experience between 6-10 years and 5.5 respondents have the experience in between 10-15 years. Therefore it can be inferred that most of the respondents are having between 0-5 years of experience.

Multiple Regressions

To find out whether productivity, attrition, job satisfaction and communication are related to employee engagement.

Dependent variable: Employee engagement

H₀: There is no relationship between productivity, attrition, job satisfaction and communication with employee engagement.

H₁: there exists relationship between productivity, attrition, job satisfaction and communication with employee engagement.

Table – 3: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	0.867(a)	0.752	0.750	4132.81855

From the above model summary table it is evident that independent variables productivity, attrition, job satisfaction and communication accounts 75.2% in determining the dependent variable employee engagement.

Table – 4: Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value
	B	Std. Error	Beta		
(Constant)	0.768	0.339	-	2.266	0.025
Productivity	0.129	0.095	0.123	1.341	0
Attrition	0.634	0.177	0.491	6.954	0
Job Satisfaction	0.339	0.118	0.023	3.329	0
Communication	0.101	0.111	0.407	4.778	0

Result:

Predictor Variable	Beta	p
Productivity	0.129	p < 0.05
Attrition	0.634	p < 0.05

Job Satisfaction	0.339	$p < 0.05$
Communication	0.101	$p < 0.05$

The predictor variable attrition dominates the dependent variable engagement; hence lack of employee engagement leads to job dissatisfaction. Similarly it leads to low productivity. Attrition and poor communication.

Conclusion

As the study reveals that the level of engagement seems to be moderate as it has been found that engagement of employees increase in productivity and job satisfaction. Indeed there is evidence that supports the engagement of employees in the organization leads to job satisfaction and long-term success. The study also revealed that if the employees are not properly engaged it results in job dissatisfaction.

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