

Employee Perception about Satisfaction towards Employee Engagement

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Abstract: The present research paper is based on the study of employee engagement activities followed in Dhananjay Metal Craft Pvt Ltd. and the satisfaction of employees about the same. Dhananjay metal craft is a leading company manufacturing the metal parts used in automobiles industries. This study involves the analysis of whether the employees are satisfied with the engagement activities, by the way of understanding perception of employees. The data was collected with a questionnaire comprising six categories of employee engagement followed in the company, such as Team Building, Awards and Recognition, Motivational Training Equal Opportunities and Fair Treatment, Communication and Health and Safety and was administered on 50 middle to junior level employees of the company. Data collected was analyzed by applying statistical test using SPSS software. The results proved that there is a significant difference between satisfaction of employees about the various employee engagement activities followed in the company. The employees are fairly satisfied about the HR policies as they ensure engagement of employees.

Keywords: Employee engagement, satisfaction of employees, job involvement, perception of employees

Problem Statement: Recent research on employee engagement highlights the need to examine the perspective of employee's towards employee engagement. According to David Godden, an online marketing entrepreneur specializing in HR solutions, employees in any organization seek to understand their place and how their efforts help make things happen. Everytime any employer demands or expects more engagement, employees search to understand what will be their take away on getting involved with the company's vision. Hence, apart from searching for actions that make a difference to the company and its customers, efforts should also focus on the expected returns on investment employees have for themselves. It's crucial to not only look out for the company's interests when moving towards greater engagement; but it's also vital to address these concerns of employees up front.

This study aims to testify the notion whether employees and their satisfaction about the employee engagement practices are taken care of by companies or are engagement practices based only on the unitary view of set strategic intent of the company.

Research Questions:

- 1) Why is it crucial to understand the employee perception towards engagement activities of the company?
- 2) Are employee's expectations and concerns about their personal gains, focal to employee engagement practices followed in the company?
- 3) How to employees perceive the employee engagement activities of the company?
- 4) Are employees satisfied with the current policies the company follows to ensure employee engagement?
- 5) Can satisfaction with employee engagement practices lead to overall job satisfaction amongst employees?

Introduction: Employee engagement is defined as "the extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of that commitment." According to Scarlett Survey (2010) "Employee Engagement" is a measurable degree of an employee positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn and perform at work.

Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. Engaged employees express themselves physically, cognitively, and emotionally during role performances. 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.. 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.

Employee Perception and Satisfaction towards Engagement: In the recent times, having the correct and suitable HR practices does not suffice. Rather what is equally more important is that the employee perceptions towards those practices are correct as well. This can lead enormously towards achievement of the desired organizational objectives. According to Melissa Adams, employees would be more engaged if they found that the HR practices were framed upon the organization's concern for employee well-being rather than finding out that the practices based on a desire to reduce costs and exploit employees. Organizations can take important inputs from the employee perception towards the engagement or any other HR practice. This would lead to create policies that are based on the employee concerns and expectations. Such a method would always ensure sync between the employer and employee, thereby both benefiting from one another. Satisfaction of employees towards the engagement practices is something that organizations should strive for. This would lead to organizations grow and prosper, as the employees would wish to stay with the organization for longer.

Objectives of the study:

- 1) To study the employee engagement activities followed at Dhananjay Metal Craft Pvt Ltd.
- 2) To understand the satisfaction of employees about the engagement activities followed at Dhananjay Metal Craft Pvt Ltd.
- 3) To analyze whether the six categories of HR practices on team building, awards & recognition, motivational training, equal opportunities & fair treatment, communication and health & safety implemented in the company have an impact on employee engagement or not.

Hypothesis:

Ho1 – There is no significant difference between satisfaction of employees through team building and employee engagement activities in Dhananjay Metal Craft Pvt Ltd.

Ho2 – There is no significant difference between satisfaction of employees through awards and recognition and employee engagement activities in Dhananjay Metal Craft Pvt Ltd.

Ho3 – There is no significant difference between satisfaction of employees through motivational training and employee engagement activities in Dhananjay Metal Craft Pvt Ltd.

Ho4 – There is no significant difference between satisfaction of employees through equal opportunities & fair treatment and employee engagement activities in Dhananjay Metal Craft Pvt Ltd.

Ho5 – There is no significant difference between satisfaction of employees through communication and employee engagement activities in Dhananjay Metal Craft Pvt Ltd

Ho6 – There is no significant difference between satisfaction of employees through health & safety and employee engagement activities in Dhananjay Metal Craft Pvt Ltd

Ho7 – There is no significant difference between satisfaction of employees about the employee engagement activities in Dhananjay Metal Craft Pvt Ltd.

Review of Literature:

Ng Kim-Soon (2015) in his study on employee satisfaction and employee engagement found that there is a positive association between the two and the components of employee engagement, transformational leadership, transactional leadership, peers communication, supervisor subordinate communication, employee commitment, employee job involvement, were correlated with employee satisfaction.

In a conceptual research study, Kular et al. (2008) explored major areas: What is ‘employee engagement’ and what is its need? How can engagement be achieved?; What are the outcomes of engagement for organisations?; Does engagement impact any other individual characteristics?; It was concluded that the employee engagement practices have a positive impact on organizational goal achievement.

Simpson (2009) discussed that the current state of knowledge about engagement at work through a review of the literature. This review highlighted the four lines of engagement research and focuses on the determinants and consequences of engagement at work.

Malhotra (2017) in a descriptive study examined the relationship between job satisfaction and employee engagement among 197 employees of four BPO companies. Correlation results showed that Job satisfaction and employee engagement were positively related.

Methodology: The present study is based on primary data collected through questionnaires administered on 50 junior and middle level employees of Dhanajay Metal Crafts. Descriptive research design was used as it is an innovative tool for researchers as it presents an opportunity to fuse both quantitative and qualitative data to further study a given topic. The data was collected with a questionnaire comprising six categories of employee engagement followed in the company, such as Team Building, Awards and Recognition, Motivational Training Equal Opportunities and Fair Treatment, Communication and Health and Safety and was administered on 50 middle to junior level employees of the company.

Data Analysis

Hypothesis Testing Using Chi-Square Test (SPSS)

1) Team Building

Ho1 – There is no significant difference between satisfaction of employees through Team building and Employee Engagement Activities In Dhananjay Metal Craft Pvt Ltd

Chi-Square Tests: Team Building

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	138.827 ^a	16	.000
Likelihood Ratio	72.975	16	.000
Linear-by-Linear Association	40.390	1	.000
N of Valid Cases	50		

Interpretation: There is no significant difference between satisfaction of employees through Team Building and employee engagement activities. But the data tabulation of Team Building is .000 it is less than .05, therefore, the null hypothesis is rejected and alternate hypothesis is accepted which means there is a significant difference between Team Building initiatives and employee satisfaction about employee engagement activities in Dhananjay Metal Craft Pvt Ltd.

2) Awards and Recognition

Ho2 – There is no significant difference between satisfaction of employees through Awards and Recognition and Employee Engagement Activities In Dhananjay Metal Craft Pvt Ltd.

Chi-Square Tests: Awards and Recognition

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	126.650 ^a	16	.000
Likelihood Ratio	81.175	16	.000
Linear-by-Linear Association	38.999	1	.000
N of Valid Cases	50		

Interpretation: There is no significant difference between satisfaction of employees through Awards and Recognition and employee engagement activities. But the data tabulation of Awards and Recognition is .000 it is less than .05, therefore, the null hypothesis is rejected and alternate hypothesis is accepted which means there is a significant difference between Awards and Recognition initiatives and employee satisfaction about employee engagement activities in Dhananjay Metal Craft Pvt Ltd.

3) Motivational Training

Ho3 – There is no significant difference between satisfaction of employees through Motivational Training and Employee Engagement Activities In Dhananjay Metal Craft Pvt Ltd.

Chi-Square Tests: Motivational Training

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	170.499 ^a	16	.000
Likelihood Ratio	95.207	16	.000
Linear-by-Linear Association	44.678	1	.000
N of Valid Cases	50		

Interpretation: There is no significant difference between satisfaction of employees through Motivational Training and employee engagement activities. But the data tabulation of Motivational Training is .000 it is less than .05, therefore, the null hypothesis is rejected and alternate hypothesis is accepted which means there is a significant difference between Motivational Training initiatives and employee satisfaction about employee engagement activities in Dhananjay Metal Craft Pvt Ltd.

4) Equal Opportunities and Fair Treatment

Ho4 – There is no significant difference between satisfaction of employees through Equal Opportunities & Fair Treatment and Employee Engagement Activities In Dhananjay Metal Craft Pvt Ltd

Chi-Square Tests: Equal Opportunities and Fair Treatment

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	136.545 ^a	12	.000
Likelihood Ratio	89.920	12	.000
Linear-by-Linear Association	44.219	1	.000
N of Valid Cases	50		

Interpretation: There is no significant difference between satisfaction of employees through Equal Opportunities and Fair Treatment and employee engagement activities. But the data tabulation of Equal Opportunities and Fair Treatment is .000 it is less than .05, therefore, the null hypothesis is rejected and alternate hypothesis is accepted which means there is a significant difference between Equal Opportunities and Fair Treatment initiatives and employee satisfaction about employee engagement activities in Dhananjay Metal Craft Pvt Ltd.

5) Communication

Ho5 – There is no significant difference between satisfaction of employees through Communication and Employee Engagement Activities In Dhananjay Metal Craft Pvt Ltd

Chi-Square Tests: Communication

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	128.864 ^a	12	.000
Likelihood Ratio	80.513	12	.000
Linear-by-Linear Association	41.841	1	.000
N of Valid Cases	50		

Interpretation: There is no significant difference between satisfaction of employees through Communication and employee engagement activities. But the data tabulation of Communication is .000 it is less than .05, therefore, the null hypothesis is rejected and alternate hypothesis is accepted which means there is a significant difference between Communication initiatives and employee satisfaction about employee engagement activities in Dhananjay Metal Craft Pvt Ltd.

6) Health and Safety

Ho6 – There is no significant difference between satisfaction of employees through Health & Safety and Employee Engagement Activities In Dhananjay Metal Craft Pvt Ltd

Chi-Square Tests: Health & Safety

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	136.545 ^a	12	.000
Likelihood Ratio	89.920	12	.000
Linear-by-Linear Association	44.219	1	.000
N of Valid Cases	50		

Interpretation: There is no significant difference between satisfaction of employees through Health and Safety and employee engagement activities. But the data tabulation of Health and Safety is .000 it is less than .05, therefore, the null hypothesis is rejected and alternate hypothesis is accepted which means there is a significant difference between Health and Safety initiatives and employee satisfaction about employee engagement activities in Dhananjay Metal Craft Pvt Ltd.

Summary of Findings: Based on the data collected, majority of employees in the organization are satisfied with the various activities conducted by HR department thus employee engagement is fairly achieved by the organization. The organization does not follow separate practices for ensuring employee engagement but believes in conducting routine engagement activities for employee like recreational, motivational etc. Thus employee engagement is achieved as a by-product of the routine HR activities conducted in the organization.

Conclusion: With the above data analysis and interpretation it can be concluded that employee engagement practices are essential to any organization. Whether practiced separately or as a routine HR policy, every organization needs to focus on achieving employee engagement. In the present study, the employees of Dhananjay Metal Craft Pvt Ltd. are found to be satisfied with the overall HR practices as they bring about engagement of employees towards their job and organization.

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