



A STUDY ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL COMMITMENT WITH SPECIAL REFERENCE TO THE HINDU NEWSPAPER PRIVATE LIMITED

Author Names

1. Dr.L.Subburaj, MBA, MCOM, M.Phil., Ph.D/MBA Dept/Jaya Engineering College, Thiruninravur, Chennai
2. Mrs.T.S. Padmaja, B-TECH, MBA, (Ph.D)/Assistant Professor/ MBA Dept/Jaya Engineering College, Thiruninravur, Chennai
3. Ms.Sheeba Pricilla.B, MBA, /Jaya Engineering College, Thiruninravur, Chennai

ABSTRACT

The researcher has made "AN EMPLOYEE'S ENGAGEMENT AND ORGANIZATIONAL COMMITMENT" THE HINDU NEWSPAPER PRIVATE LIMITED" Employee engagement is a property of the relationship between an organization and its employees. An "engaged employee" is one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests

The research design used in the project is descriptive research. Research work was carried out by structured questionnaires and survey. The research had made use of census survey method

A sample of 204 respondents was taken for the survey. Data was collected to through primary source which was obtained from the well-structured questionnaire and secondary source was obtained from the books, journals, and websites. Majority of the employees say that they don't have any counselling programme practiced in the organization and also nearly 38% of the employees agree that the organization is contributing for their progress towards career goal.

Keywords: Employee Engagement, Organizational Commitment, Organizational Culture

Introduction:

The whole world is encompassed with the era of Liberalization, Privatization, Globalization (LPG) and Information, Communication, Entertainment (ICE). Among the various Management namely

men, material, machinery, money, markets, methods, modernization & maintenance, its globally proved that dealing with “Men” (Human factor) is the most difficult task. It is more so in the present technology driven era as today’s managers are expected to be “multi-skilled managers” & today’s workers are “knowledge workers”.

The aforesaid scenario paved a way for cut-throat competition in every big organization world over. Consequently employee attrition has become order of the day and employee retention has become a challenge. As the skilled Human Resource forms the back bone of any organization, the recently evolved and emerged concept internationally i.e. “Employee Engagement” has is rapidly gaining popularity and its application in the workplace. While there is much interest in engagement, there is also much confusion. There is no consistency in definition, and engagement has been measured in many diverse ways. Engagement may be a global construct as it appears to be a combination of job satisfaction, organizational commitment and intention to stay. Indeed, some argue that engagement is a multidimensional construct, in that employees could be emotionally, cognitively or physically engaged.

OBJECTIVES

- ✓ To focus on the interface of Employee Engagement and Organizational Commitment leading to the conceptual framework of the study.
- ✓ to review the studies on Employee Engagement and Organizational Commitment and comprehend their impact on the performance
- ✓ To study the Employee Engagement and organizational commitment levels of the respondents

Review of Literature

Bakker & Demerouti in their study maintain that according to the Job Demands – Resources Model, work engagement has a positive impact on job performance and employees who are engaged and perform well are able to create their own resources, which then foster engagement again over time and create a positive gain spiral.

Bakker et.al., ; Schaufeli & Bakker opin that the besides organizational level outcomes employee engagement produces positive outcomes at the individual level also. Researchers showed that high levels of engagement are negatively related to burnout and positively associated with well-being of employees

Britt & Bartone reveal that the Employee engagement has also been found to bring benefits at the individual level. The study found that engagement in meaningful work can yield benefit from work.

Buchanan concluded that the employers attempt to convert as many employees to true believers as they can. Moreover the study pointed that low engagement among employees translates in economic loss for the organization.

Buckingham & Coffman in his study found that the pay and benefits are equally important to every employee, good or bad. A company's pay should at least be comparable to the market average. However, bringing pay and benefits package up to market levels, which is a sensible first step, will not take a company very far- they are like tickets to the ballpark, they can get the company into the game, but can't help it win.

RESEARCH METHODOLOGY

A detailed outline of how an investigation will take place. A research design will typically include how data is to be collected, what instruments will be employed, how the instruments will be used and the intended means for analysing data collected.

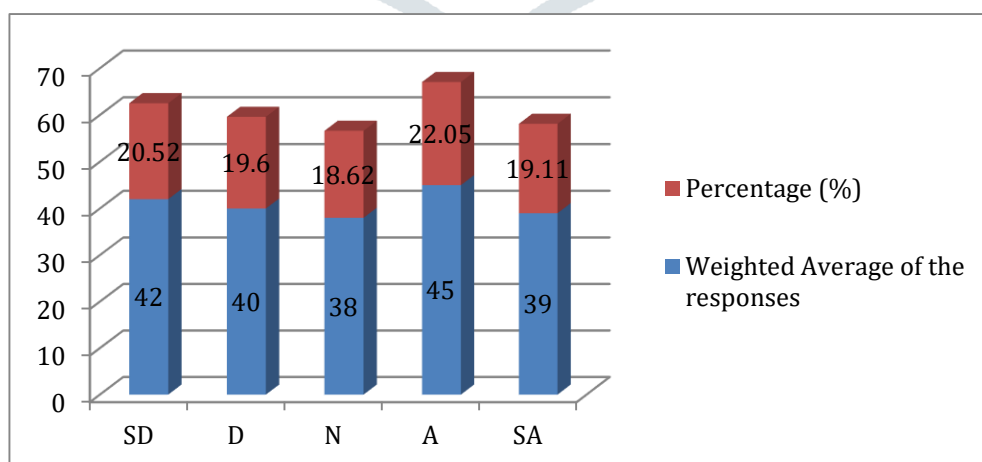
- ✓ This study is descriptive in nature, which is purely based on the employee's opinion.
- ✓ The data was collected in survey through questionnaire method.
- ✓ The data used in the analysis and interpretation is primary in nature; the study is descriptive in nature
- ✓ The population is 400 and sample size is 204.
- ✓ Tools used in the project are Karl Pearson Co-Efficient Correlation, Kruskalwallis H-Test, and Anova. Based on the findings the suitable suggestions are drawn.

DATA ANALYSIS AND INTERPRETATION

Table – 1 - Employees perspective regarding the Employee Engagement i.e., Shared Vision, Values, and Information – SVVI(SVVI is in practice up to their satisfaction inspiring them)

(SD–Strongly Disagree; D–Disagree; N–Neutral; A–Agree; SA–Strongly Agree)

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	42	40	38	45	39
Percentage(%)	20.52	19.60	18.62	22.05	19.11

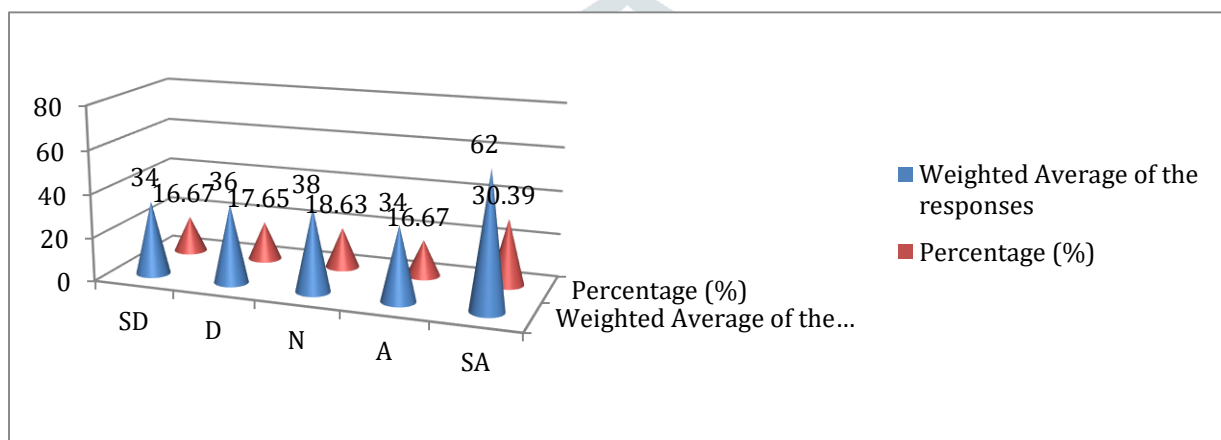


Inference: About half of the respondents agree that the organization has a shared vision, values and information across the hierarchy. A mere 19.60% strongly disagree on this indicator. A good 19.11% strongly agree with the flow of info and are in sync with the vision and values of the organization.

Table-2 - Employees perspective regarding Transformational Leadership

(TL is visibly felt and experienced by them influencing and inspiring them a lot)

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	34	36	38	34	62
Percentage(%)	16.67	17.65	18.63	16.67	30.39

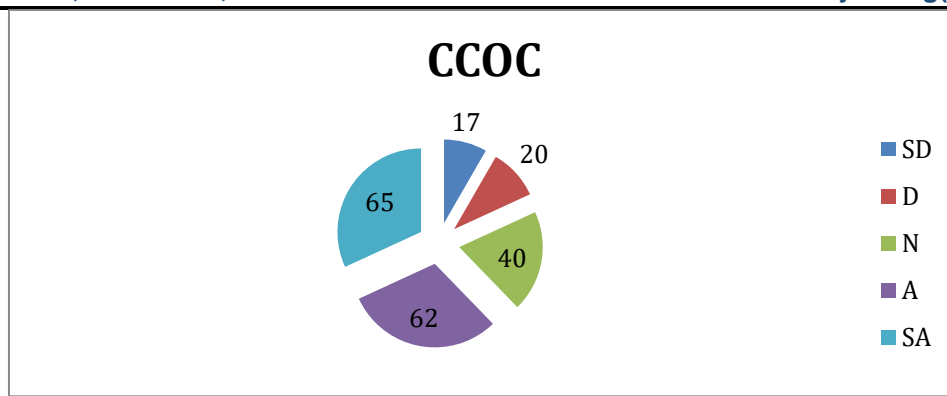


Inference: A little over half of the respondents agree that they feel transformational leadership in the organization as 30.39% strongly agree with the driver statement. Less than 17.65% of the responses are skewed in favour of disagreement of the statement.

Table-3- Employees perspective regarding Corporate Culture and Open Communication (CCOC)

(CCOC is conspicuous in practices experienced by them motivating them a lot)

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	17	20	40	62	65
Percentage (%)	8.33	9.80	19.61	30.39	31.86

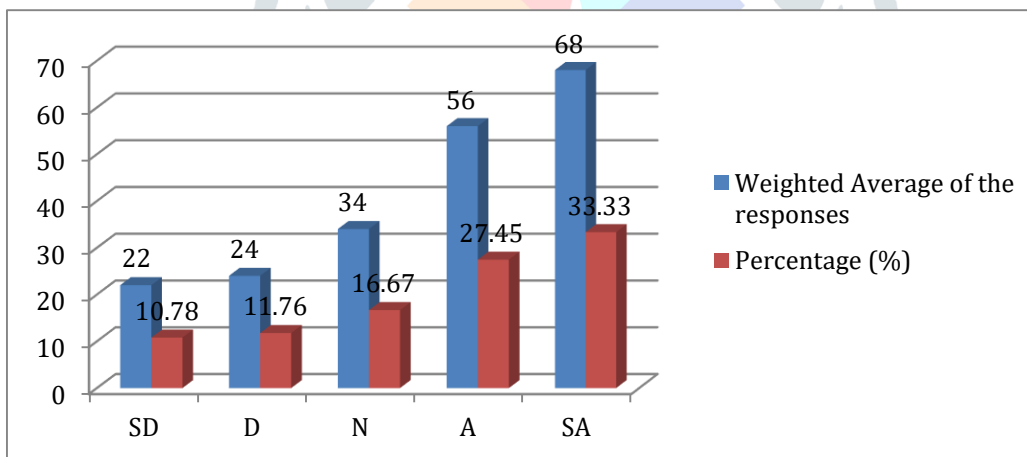


Inference: Almost 30.86% of the responses strongly agree with open communication and the organizational culture while 8.33% disagree with the open communication.

Table- 4-Employees perspective regarding the Trust / Respect

(My Management is known for trusting us and graciously respecting our services in the organization much to our satisfaction)

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	22	24	34	56	68
Percentage (%)	10.78	11.76	16.67	27.45	33.33



Inference: More than 30% of the responses strongly agree have trust and respect in the organization towards the peer group. Around 10.78% of the responses disagree.

Table – 5 - Employees perspective regarding the Work Environment / Ethical Culture

(The work environment surrounding me is motivational and congenial encompassed with ethical culture and fabric)

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	15	18	52	54	65
Percentage (%)	7.35	8.82	25.49	26.47	31.86

Inference: Interestingly, 31.86% of the respondent's is in favour of the work environment and the ethical culture of the organization while 25.49% are neutral in this respect. A mere 7.35% of the respondents are not comfortable with the work environment prevailing in the organization.

FINDINGS

- ✓ About half of the respondents agree that the organization has a shared vision, values and information across the hierarchy. A mere 19.60% strongly disagree on this indicator. A good 19.11% strongly agree with the flow of info and are in sync with the vision and values of the organization.
- ✓ A little over half of the respondents agree that they feel transformational leadership in the organization as 30.39% strongly agree with the driver statement. Less than 17.65% of the responses are skewed in favour of disagreement of the statement.
- ✓ Almost 30.86% of the responses strongly agree with open communication and the organizational culture while 8.33% disagree with the open communication
- ✓ More than 30% of the responses strongly agree have trust and respect in the organization towards the peer group. Around 10.78% of the responses disagree
- ✓ Interestingly, 31.86% of the respondent's is in favour of the work environment and the ethical culture of the organization while 25.49% are neutral in this respect. A mere 7.35% of the respondents are not comfortable with the work environment prevailing in the organization.

SUGGESTIONS

The study reveals that in respect of both the organizations, the vision, values of the organizations and the requisite information is not passed on down the line in the hierarchy as per the expectations of the employees. As such, it is suggested should share the vision and vision statement of the organizations in a befitting manner to their employees, failing which, they lack clarity and direction in which the organizations are focusing their activities and the very spirit of the intentions of the administration at the helm. Both the organizations have to establish a clear line of sight from the employees to the larger organization so that individual employees know the organization's foresight and expected end results enabling them have right path with requisite attitude, knowledge and skill set with timelines.

References:

- ✓ Bernadin, Human Resource Management, Tata McGraw Hill, 6 Edition 2006,
- ✓ Chris Brewstes, Paul Sparrow, Guy Vernon, International Human Resource Management, University Press, 1" Edition, 2008,
- ✓ Eugence Mckenna and Nic Beach, Human Resource Management, Pearson Education Limited, 2007.
- ✓ Ivancevich, Human Resource Management, McGraw Hill, 2002.
- ✓ Mamoria C.B. and Mamoria S., Personnel Management, Himalaya Publishing Company, 2007,
- ✓ Robert L. Mathis and John H.Jackson, Human Resource Management, Cengage Learning, 2007.
Rosemary Harrison, Employee Development - University Press, India Ltd, New Delhi, 2007.
- ✓ Tony Edwards and Chris Rees, International Human Resource Management, Pearson, 2007,
- ✓ Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
- ✓ Wright, P. M., Gardner, T. M. & Moyniham, L. M., The impact of HR practices on the performance of business units. Human Resource Management Journal, Vol. 13, No. 3, 2003, PP. 21-36.
- ✓ Wollard, K. & Shuck, Antecedents of employee engagement: A structured review of literature. Advances in Developing Human Resources, Vol. 13, No. 4, 2011, PP. 429- 446.
- ✓ Woodruffe. C., Employee engagement, British Journal of Administrative Management, Vol. 50, 2006, PP. 289.
- ✓ Wayne, S. J., & Green, S. A., The effects of leader member exchange on employee citizenship and impression management behavior, Human Relations, Vol. 46, 1993, PP. 143140.