

ROLE OF ORGANISATIONAL COMPONENT AND INDIVIDUAL COMPONENT IN EMPLOYEE ENGAGEMENT USING Gallup Index

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ABSTRACT

Purpose

– The objective of the present study is to showcase the role of individual component and Organizational components in enriching the employee engagement in the organisation

Design/methodology/approach:

The study approaches Qualitative research using descriptive method.

Data Collection Method:

Primary method using disguised structured questionnaire based gall up index

Findings:

From the model findings both individual and Organisational components plays equal role in employee engagement

Originality/value

–Employee's view and opinion about employee engagement practices.

Paper type:Research Paper

Key words: employee engagement, gall up, Employee engagement practices.

INTRODUCTION

The idea of worker commitment is in presence since 1990, when the term was utilized just because. The term earned significance from the year 2000 onwards. A lot of intrigue has been appeared in Employee Engagement in late years.1 Understanding the way that an association can increase upper hand through individuals encouraged the idea to pick up fame. As indicated by the late administration master, Peter Drucker, the most persuasive and significant five letter word starts with P, which represents people.2 The most strong wellspring of upper hand for an association is without a doubt people. Having confidence in the equivalent, K G Mohan, General Manager Operations and Location, Wipro, Kolkata contended that, "Representative commitment is tied in with regarding workers as individuals, not only as employees".3 various specialists have guaranteed that worker commitment predicts benefit, monetary benefits, improved execution, and authoritative success4; though Hewitt partners show that they ,,have built up a definitive, convincing connection among commitment and gainfulness through higher profitability, deals, and consumer loyalty"

An association that opens the privileged insights of representative commitment is guaranteed benefits past its most out of control dreams.6. some basic articulations with respect to worker commitment rise including employees" fulfilment and regard and pride in their boss. Employees" go the additional mile and convey

astounding outcomes as far as execution when worker commitment is greater.⁷ one of the world's best associations Gallup counselling likewise understands that it is representative commitment which goes about as a power that drives business results. A drew in worker is increasingly gainful, client engaged, beneficial and is bound to remain with the association. Likewise, in best associations, representative commitment is the manner in which they work together, in such associations worker commitment exceeds expectations a HR initiative.⁸ Engaging workers is the need of great importance yet the greatest test today is completely captivating the skilled individuals and catching their psyches at each period of their work lives. In the present serious condition, worker commitment has developed as a significant driver of business achievement and it tends to be a central factor in hierarchical achievement. Commitment is a key connect to an association's notoriety, representative maintenance, dedication, profitability, partner esteem and eventually client satisfaction.⁹ Researches and concentrates on Employee commitment has been done in various nations including India. The workforce of every nation shows certain characters and is distinctive in specific manners. Study led by HRA next and Blessing White, featured that there are huge contrasts between what spurs Indian specialists and laborers of different nations. In Indian setting, a few investigations of Employee Engagement levels have inferred that the Indian workforce is progressively engaged and they help the association attain its aims through their exhibition. Understanding the particular elements affecting the commitment levels of the Indian workforce will be essential to any Indian association looking to emphatically impact the efficiency of its workforce. According to the report, workforce in India likes compensation swelling and cheery occupation showcase, which unswervingly affects employee's choices to remain or leave the association and their expectations.¹⁰ Pamela and JoAnn referred to that worker commitment is been talked and expounded on broadly in the administration writing. The term is been characterized and talked about in Harvard Business Review (2005), Workforce Magazine (2005), and the Washington Post (2005). Likewise, the term has appeared on various sites of HR counselling including DDI (2005), Towers Perrin (2003) and CIPD (2006).¹¹ As referenced above, apparently commitment is a multidimensional idea taking in two manner communication between the businesses and workers of an association. In actuality, representative commitment has developed as a remarkable requirement for organizations.

Evolution of Employee engagement:

The idea of authoritative duty and hierarchical citizenship conduct regarding commitment is significant yet commitment is tied in with adjusting an individual's execution with the objectives of an association. It is tied in with going the additional mile, investing optional energy, and needing to convey brings about the kindness of his/her organization.¹ Robinson et al. contended that worker commitment has become a broadly utilized and mainstream term however its definition seems as though settled and notable ideas like hierarchical citizenship conduct (OCB) and authoritative duty (OC). Likewise, the specialists contended that even though the fact that employee commitment takes in components of OC and OCB however doesn't go superbly with either. Moreover, the ideas don't reflect parts of commitment adequately including the level to which drew in workers are relied upon to have consciousness of the business.¹² Apart from OC and OCB,

representative commitment is additionally connected with work contribution. Be that as it may, May et al. contended that commitment is not quite the same as occupation contribution. Occupation association is identified with the need fulfilling capacities of the activity and is connected to one's self-image though commitment is about how workers use themselves in the presentation of their employments remembering dynamic utilization of practices and feelings for expansion to cognitions.¹³ Saks likewise expressed that commitment is not quite the same as hierarchical responsibility as it alludes to an individual's disposition and holding with his/her association. Commitment on one hand is about one's execution officially as opposed to wilful conduct then again in OCB. It is the **extent** to which workers are caught up in playing out their hierarchical jobs. Further Saks remarked that, commitment is not the same as a few related terms particularly authoritative citizenship conduct, hierarchical responsibility, and employment inclusion rather it is an extraordinary build primarily connected with individual hierarchical job execution.

Employee Engagement Definition

World-wide have given different meaning for employee engagement, but still many of the HR researchers and Psychologists opined that employee engagement is "old wine in a new bottle" Henceforth employee engagement has similar trend of HRM. Still it appears similar to other concepts such as Organizational Citizenship Behaviour (OCB)" and "organizational commitment".

The definition of **worker** engagement is given by a number of popular researchers and organizations. Worker commitment is characterized as „being emphatically present during the exhibition of work by readily contributing scholarly exertion, encountering positive feelings and significant associations with others. ¹⁷ The corporate executive board of US takes a gander at commitment as "the degree to which representatives focus on a person or thing in their association, how hard they **perform** and to what extent they remain because of that commitment".¹⁸ The Global Workforce Study, biggest of its sort, distinguished commitment as employees' readiness and capacity to add to association achievement. The investigation likewise perceived the drivers of commitment, maintenance and fascination through the eyes of employees.¹⁹ Employee commitment alludes to Staff responsibility and a feeling of having a place with the organization.²⁰ For Hay Group, Employee commitment is „a result accomplished by animating employees' eagerness for their **performance** and guiding it toward hierarchical success". The Institute for Employment considers (IES) characterizes representative commitment as an inspirational demeanour held by the worker towards the **relationship** and its qualities. Kevin Kruse takes a gander at Employee commitment as the enthusiastic responsibility the representative has to the **relationships** and its **purposes**. Right administration characterizes commitment utilizing four complete variables, first factor is promise to the activity and association, second factor is pride in the activity and in the association, third factor is about the readiness to advocate the advantages and favourable circumstances of the activity and association and the fourth factor is about fulfilment with the activity and association. Roth all around contended that there is no standard meaning of representative commitment however the normal concurrence on the meaning of representative commitment includes a working environment wherein labourers: Feel associated with their association emotionally. Take glad in upholding it as a decent work environment to other people. Get something beyond

pay or compensation from working there and are connected to the natural prizes they gain from being with the association, and feel appended to the standards, morals and activities encapsulated by the association. The analysts comprehension of the idea says that it is the readiness of a representative to go the additional mile to make its clients fulfilled and let its association taste achievement regarding increasing upper hand and procuring monetary benefits. It is a workplace approach **develops** in the right conditions for all **participants** of an organisation to give of their best each day, committed to their organisation's objectives and values, motivated to contribute to organisational success with an **enlarged** sense of their own well-being.

Conceptual Definition

According to Derek Stockley - The **degree** that an employee believes in the mission, **objectives** and values of an **institution** and demonstrates that **engagement** through their **activity** as an employee in their **perspective** towards the employer and **consumers**.

Engagement at work was conceptualized by Kahn, (1990) as the 'harnessing of organizational members' selves to their work roles. In engagement, people employ and express themselves physically, cognitive Dely, and emotionally during role performances. The second related design to engagement in organizational behavior is the notion of flow advanced by Csikszentmihalyi (1975, 1990). Csikzentmihalyi (1975) defines flow as the 'holistic sensation' that, people feel when they act with total involvement. Flow is the state in which there is little distinction between the self and environment. When individuals are in Flow State little conscious control is necessary for their actions.

Aspects of Employee Engagement

Classes of Employee Engagement identified by Gallup the Consulting association, there are different kinds of employees:-

Engaged- They are creators. They want to know the anticipated opportunities for their part in their organization so they can attain and go beyond them. They're indeed curious about their organization and their space in it. They accomplish tasks at consistently greater levels. They practice their skills at work daily. They execute things with thirst and they create innovation and bring about changes to move organization forward.

Not Engaged--- They used to focus on tasks other than the objectives and results they are estimated to finish. They need to be told about the tasks to be done and tell they have completed. They concentrate on completing tasks vs. achieving a result. They often think this way as they don't have dynamic relationships with their superiors and with their colleagues.

Actively Disengaged— They are the "cave occupiers." They're "Constantly beside Virtually Everything."

They are hard acting out their sorrow. They sow seeds of pessimism at every chance. Daily, actively disengaged employees demoralize what their engaged coworkers achieve.

An organization's ability to cope up employee engagement is carefully associated to its capability to accomplish high performance levels and greater business outcomes.

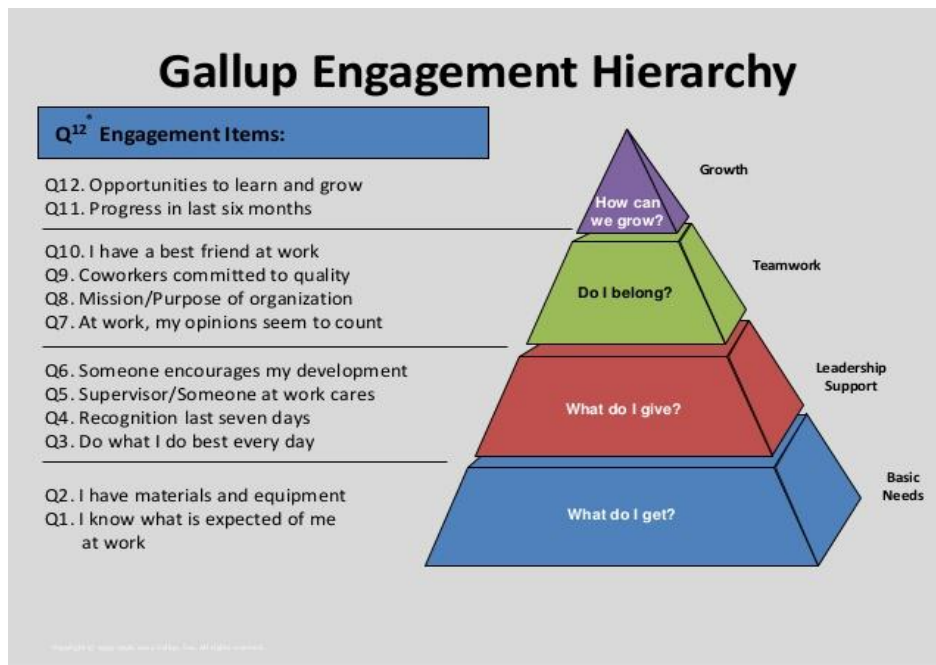
Some of the returns of Engaged workers are

- Engaged employees will continue with the company and will be a supporter of the company and add to business victory.
- They will usually achieve well and are more driven.
- There is an important link among employee engagement and effectiveness.
- They form an expressive link with the enterprise. This influences their attitude to the company's customers, and thereby increases customer fulfilment.
- It builds desire, commitment and orientation with the business strategies and objectives.

After a large number of meetings with representatives in an assortment of businesses, Gallup ended up with Q. 12, a twelve-question study that recognizes robust approaches of employee engagement.

(The Gallup Q12)

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment you need to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities at work to learn and grow?



OBJECTIVES OF THE STUDY

- To analyse the effects of employee engagement practices using gall up index.
- To understand employee's attitude about workplace conditions that enhances employee engagement

REVIEW OF LITERATURE

In the research on employee engagement (Harter, Schmidt & Hayes, 2002), have frequently questioned employees 'whether they have the chance to ensure what they do finest everyday'. Where one in five employees intensely approves with this declaration. Those work units recording higher on the opinion have substantially complex performance. Thus employee engagement is serious to any business that wants to retain treasured employees. The Watson Wyatt consulting companies has been showed that there is an inherent link among employee engagement, consumer loyalty, and productivity. As companies globalize and become further reliant on technology in a virtual employed society, there is a superior need to join and engage with workforces to offer them by an organizational 'identity.' Shashi (2011) strengthened the significance of employee communication on the victory of a business. She publicized that a business should appreciate the importance of workforces, more than any other thing, as the most influential provider to an organization's viable position. Bijaya Kumar Sundaray (2011) concentrated on different variables that lead to employee engagement. Good attention on commitment strategies will improve the organizational effectiveness in mroved productivity, profits, quality, consumer satisfaction, employee preservation and increased flexibility. Siddhanta& Roy (2012) discovered implications for further research by synthesizing modern 'Employee Engagement' actions being experienced by the company with the analysis of findings from earlier researches / surveys. The terms Kahn (1990) practices to define these tunings are 'personal engagement' and 'personal disengagement', which mentions the "manners by which employees bring in or leave during work role performances" (Kahn 1990:694). These terms developed by Kahn (1990) incorporate earler ideas taken from motivation models that people need assertiveness and self-employment in their job as a matter of progress (Alderfer 1972, Maslow 1954). Kular et al. (2008) found five important areas: What

does 'people engagement' mean?; How can commitment be managed?; What are the values of engagement for a company ?; How does employee engagement relate to other people characteristics?; How is employee engagement related to their voice? Robertson-Smith and Markwick (2009) explored on what employee engagement is and tells that it is a vital yet difficult challenge, and there is a great deal of opportunity for deliberating the various approaches. Simpson (2009) found that the present state of knowledge about people engagement by a review of the literature. This review emphasized the four lines of engagement research and concentrates on the factors and concerns of engagement at job. Susi & Jawaharrani (2011) evaluated several literatures on Employee engagement, discover work culture & work-life balance strategies & practices monitored in companies in order to enhance employee engagement in their companies to improve their employees' productivity and maintain them. Work-life balance is important driver of employees' satisfaction. Ram & Gantasala (2011) inspected the causes and consequences of employee engagement in Jordanian Industry. Bhatla (2011) concentrated on the requirement for such workforces and how their occurrence can develop the progress and work effectiveness of the business as a whole. Also concentrated on the difficulties faced by the HR managers to increase employee engagement for the company's survival.

TOP COMPANIES EMPLOYEE ENGAGEMENT PRACTICES:

Tata Steel Thailand enhanced the human resource management in various areas such as orientation and mentoring for new joiners; welfare and benefits improvements with the TOGETHER Programme; feedback initiatives from the Labour union, Employee Committee, Welfare Committee, etc., to improve remuneration and facilities; knowledge sharing session to build workforce capability; and a continuous emphasis on feel-good initiatives to keep morale high.

- Health and well-being
- Ensuring access to nutritious food
- Setting high standards for health & safety
- Families and celebrations

Four key factors that relate to employee engagement:

1. Leadership
2. Enablement
3. Alignment
4. Development

1. Leadership-focused employee engagement initiatives

1. Synthesis sessions:

2. Bringing company values to life:

2. Enablement-focused employee engagement initiatives

1. Transparency report
2. Customer panel

3. Alignment-focused employee engagement initiatives

1. Write your own role description
2. Online leader communication channel
3. Recognizing employee behavior

4. Development-focused employee engagement initiatives

1. Personal coaching
2. Stay interviews

Good questions to ask include:

What do you want to be doing that you aren't currently doing?

What are the three most important things you would like to accomplish right now?

What do you need that's preventing you from reaching those goals?

How can I best support you to achieve those goals?

. Employee-led teaching programs

"Employee Engagement Defined" shows examples of engagement definitions used by various corporations and consultancies. Clearly, definitions of employee engagement vary greatly across organizations. Many managers wonder how such an elusive concept can be quantified. The term does encompass several ingredients for which researchers have developed measurement techniques. These ingredients include the degree to which employees fully occupy themselves in their work, as well as the strength of their commitment to the employer and role. Fortunately, there is much research on these elements of engagement—work that has deep roots in individual and group psychology. Employees who are occupied with their work and focused on their associations give organizations significant upper hands—including higher profitability and lower worker turnover. Along these lines, it isn't astounding that associations all things considered and types have put significantly in arrangements and practices that encourage commitment and duty in their workforces. In fact, in recognizing the three best proportions of an organization's wellbeing, business expert and previous General Electric CEO Jack Welch as of late referred to representative commitment first, with consumer loyalty and free income coming in second and third, respectively.¹ "Harvesting Business Results at Caterpillar" and "Commitment Pays Off at Molson Coors Brewing Company" show two instances of organizations that profited by improving commitment and responsibility.

Be that as it may, what are representative commitment and duty, precisely? This report inspects the manners by which managers and corporate specialists characterize these terms today, and offer thoughts for reinforcing worker commitment. In spite of the fact that various associations characterize commitment in an unexpected way, some regular subjects develop. These topics remember representatives' fulfillment with their work and pride for their manager, the degree to which individuals appreciate and trust in what they accomplish for work and the discernment that their boss qualities what they bring to the table. The more prominent a representative's commitment, the more probable the person in question is to "go the additional mile" and convey brilliant hands on execution. Likewise, connected with representatives might be bound to focus on remaining with their present association. Programming monster Intuit,² for instance, found that profoundly connected with representatives are 1.3 occasions bound to be superior workers than less drew in workers. They are likewise multiple times less inclined to willfully leave the organization. Plainly, commitment and duty can conceivably convert into important business results for an association. To assist you with receiving the rewards of a drew in, submitted workforce at your association, this report gives rules to comprehension and estimating representative commitment, and for structuring and executing powerful commitment activities. As you will see, ordinary human asset practices, for example, enlistment, preparing, execution the executives and workforce studies can give incredible switches to improving commitment.

RESEARCH METHODOLOGY:

Research Approach:

Qualitative approach was adopted as the study was eliciting the opinion from employess.

Research design:

Descriptive (Empirical) research uses actual values. It can attain a share of evidence during description. Research configuration alters by field and by the investigation being discovered.

Data collection method:

Primary data is collected using survey method. Questionnaire is prepared. It is circulated to the respondents.

Sampling design: Random sampling design

Sample size:

The sample size taken for the study is 189.

FINDINGS

DEMOGRAPHIC FINDINGS

Factors	No.of respondents	Percentage
AGE		
21-25	111	58.7
26-35	67	35.4
ABOVE 35	11	5.8
GENDER		
MALE	114	60.3
FEMALE	75	39.7
INCOME		
LESS THAN 10000	76	40.2
11000-15000	31	16.4
15000-200000	36	19
ABOVE 20000	46	24.3
EDU.QUALIFICATION		
S.S.L.C	4	2.12
DIPLOMA	19	10
GRADUATE	133	70.3
POST GRADUATE	33	17.5
EXPERIENCE		
LESS THAN 5 YEARS	143	75.66
6- 10 YEARS	27	14.29
11-15 YEARS	11	5.82
16- 20 YEARS	5	2.64
ABOVE 20 YEARS	3	1.59
Exp. in the company		
LESS THAN 6 MONTHS	66	34.92
6-12 MONTHS	36	19.05
12-24 MONTHS	26	13.76
ABOVE 24 MONTHS	61	32.28

2. MODEL CONSTRUCTON

	Estimate	S.E.	C.R.	P	Label
Employeeengagement <--- Organisationalcomponent	.999	.000	110638.472	***	par_1
Employeeengagement <--- Individualcomponent	1.002	.000	55235.608	***	par_2

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
Employeeengagement <--- Organisationalcomponent	.895
Employeeengagement <--- Individualcomponent	.447

Intercepts: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Organisationalcomponent	39.100	1.366	28.622	***	par_3
Individualcomponent	20.544	.678	30.292	***	par_4
Employeeengagement	-.005	.001	-8.624	***	par_5

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
e1	463.295	41.584	11.141	***	par_6
e2	114.648	10.270	11.164	***	par_7
e3	.000	.000	11.141	***	par_8

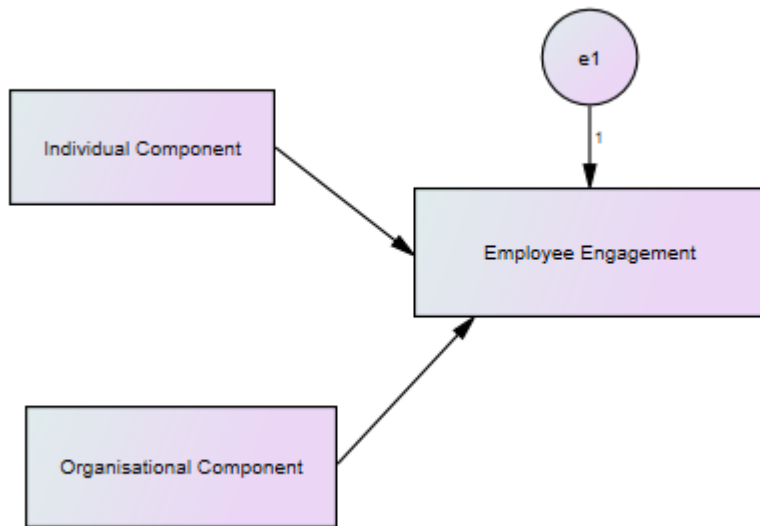
Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Individualcomponent	.000
Organisationalcomponent	.000
Employeeengagement	1.000

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	145	2314.139	935	.000	2.475
Saturated model	1080	.000	0		
Independence model	90	2963.712	990	.000	2.994

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.219	.173	.320	.260	.301
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.119	.113	.125	.000
Independence model	.138	.133	.144	.000



Model analysis:

In the above analysis model fit the data well, $\chi^2(935) = 2314$, $p < 0.01$, $CMIN = 2.475$, $CFI = 0.301$, $TLI = 0.260$ all statistically significant p value < 0.01 , $RMSEA = 0.119$. The hypothesized measurement model showed significantly better fit to the data. Here we can conclude that Both individual component and organizational component are significant in this model in constituting employee engagement. For any organization for achieving employee engagement, equal weightage should be given for both the parameters.

CONCLUSION

Employee Engagement is the popular expression term for worker correspondence. It is an uplifting mentality held by the representatives towards the association and its qualities. It is quickly picking up fame, use and significance in the working environment and effects associations from various perspectives. Worker commitment underlines the significance of representative correspondence on the accomplishment of a business. An association should in this manner perceive workers, more than some other variable, as amazing supporters of an organization's serious position. Along these lines' worker commitment ought to be a persistent procedure of learning, improvement, estimation and activity. We would thus infer that raising and keeping up representative commitment lies in the hands of an association and requires an ideal mix of time, exertion, duty and speculation to make an effective undertaking.

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