EMPLOYEE ENGAGEMENT: AN EMPIRICAL REVIEW PAPER ON FACTORS INFLUENCING EMPLOYEE ENGAGEMENT

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ABSTRACT

Purpose
– The objective of the present study is to bring about how employee engagement is dependent of job involvement and what should company adopt to make the employees engaged.

Design/methodology/approach:
The study approaches Qualitative research using descriptive method.

Findings:
The most influencing variable is found to be should supportive organizational climate and appreciation from superiors.

Managerial implications
Providing Supportive organizational climate and right time appreciation by superior can enrich the employee engagement,

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

Paper type: Research Paper

Key words: employee engagement, organisational climate, .

INTRODUCTION

Employee Engagement Definition

It is a workplace approach resulting in the right conditions for all members of an organisation to give of their best each day, committed to their organisation's goals and values, motivated to contribute to organisational success with an enhanced sense of their own well-being

Conceptual Definition

The extent that an employee believes in the mission, purpose and values of an organisation and demonstrates that commitment through their actions as an employee in their attitude towards the employer and customers – Derek Stockley

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, cognitivDely, and emotionally during role performances. The second related construct 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.

செயற்கரிய யாவுள நட்பின் அதுபோல்

வினைக்கரிய யாவுள காப்பு.

seyarkariya yaavuLa natpin adhupoal

vinaikkariya yaavuLa kaappu

Explanation

The above kural tells, among the relationships, friendship is the best one and it is a one which safeguards employment (self, salaried).

Application in Business

Employee bonding with the organization is the best one for the people in the profession employee engagement with the organization act as a protection shield for the career development.

நட்பிற்கு வீற்றிருக்கை யாதெனின் கொட்பின்றி

ஒல்லும்வாய் ஊன்றும் நிலை.

natpirku veetrirukkai yaadhenin kotpindri

ollumvaai oondrum nilai

Explanation

The stability of friendship lies in consensus of the opinion among the people with the helping nature.

Application in business

The survival of any employee in organisation lies with team spirit and bonding with the organisation

Employee engagement is the involvement an employee has to their business and its values. An engaged employee identifies business framework, and works with their co-workers to Improve performance within the work for the advantage of the company. The company should work to improve and encourage engagement, which needs a two-way relationship among employer and employee.

When Kahn discussed about employee engagement he has set important to all three characteristics tangibly, cognitively and emotionally.

Whereas in employee satisfaction, significance has been more given to cognitive aspect. HR experts trust that the engagement task has a lot to do with how employee thinks about the job experience and how he or she is treated in the company.

It has a lot to do with sentiments which are basically related to effort bottom line victory in a company. There will constantly be employees who never give their good efforts no matter how actively HR and departmental managers attempt to engage them

OBJECTIVES OF THE STUDY

- To study the effectiveness of employee engagement practices.
- To understand employee's attitude about workplace conditions that enhances employee engagement
- To identify opportunities provided in the organisation that motivates employee engagement.

LIMITATIONS

- Qualitative research subjectivity indicates to procedural issue.
- Self-employed women showed less interest in responding to the questions.

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. Singh & Shukla (2012) tried to discover out what factors are needed to produce an engaged workforce. Kahn (1990) evaluated several disciplines. It was revealed that psychologists (Freud 1922), sociologists (Goffman 1961, Merton 1957) and group philosophers (Slater 1966, Smith and Berg 1987) had all acknowledged the idea that people are certainly cautious about being fellows of ongoing groups. 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. The presence of various definitions sorts the state of awareness about employee engagement difficulty to determine as each study evaluates employee engagement in a different protocol. Unless employee engagement concepts can be globally defined and monitored, it cannot be managed well (Ferguson 2007). This points the difficulties of comparability caused by variances in definition. As a result, people engagement has the presence of being yet additional trend, or what few people might call "old wine in a different bottle". Furthermost employee engagement has been explained as emotional and intellectual involvement to the company (Baumruk 2004, Richman 2006 and Shaw 2005) or the amount of flexible effort revealed by employees in their work (Frank et al 2004). Although it is accepted that employee engagement is a complex construct, as previously recommended by Kahn (1990), Truss et al (2006) explain employee engagement as 'urge for work'.

RESEARCH METHODOLOGY:

Research design:

Descriptive research design was used in this study, to describe about the scenario prevailing in the organization, without having any control over variables.

Data collection method:

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

Sampling design: Simple Random sampling design

It is the fundamental sampling method where we hand-picked a group of people (a sample) for learning from a bigger group (a population). Each distinct subject is selected totally by chance and each fellow of the residents has an equivalent chance of being incorporated in the sample.

Sample size:

The total number of units taken for the study is about 250, but out of which 189 has responded. sample size for the study is 189.

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

Data Analysis and Interpretation

Hypothesis Tested	Variables tested	Test Applied	Result
There is a significant relationship between gender of the respondent and love to work in office	Gender Vs affinity towards work in office	Mann-Whitney U test	Null hypothesis rejected
There is a significant relationship between gender of the respondents and opinion towards work shifts in the organisations	Gender vs Work shifts	Mann-Whitney U test	Null hypothesis accepted
There is a significant relationship between gender of the respondents and opinion about future of the organisation	Gender Vs view about Organisation future	Mann-Whitney U test	Null hypothesis rejected
There is a significant relationship between years of experience with Mission/purpose of my company makes me to feel my job is important	Years of experience Vs Opinion about importance of their job in Organisation	Wilcoxon sign test	Null hypothesis rejected
There is a significant relationship between years of experience with employer trust in employee performance	Years of experience Vs Mutual trust in Organisation	Wilcoxon sign test	Null hypothesis accepted
There is a significant relationship between educational qualification with total years of experience	Years of experience Vs Educational qualification	Chi-square test	Null hypothesis rejected

There is a significant relationship between Years of experience in the company with total years of experience	Years of experience in the company with total years of experience	Chi-square test	Null hypothesis rejected

1. GENDER VS YEARS OF EXPERIENCE

Gender * Yrsexperience Crosstabulation

Count

		Yrs experience					Total
		<5	6-10	11-15	16-20	>20	
Gender	Male	20	28	25	33	8	114
	Female	10	19	29	10	7	75
Total		30	74	54	43	15	189

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	31.735ᵃ	4	.000
Likelihood Ratio	31.634	4	.000
Linear-by-Linear Association	.118	1	.731
N of Valid Cases	335		

a. 0 cells (0.0%) have expected count less than 5. The minimum

expected count is 5.02.

As the p value is less than 0.05, there is significant difference between gender and years of experience in this company.

 REGRESSON ANALYSIS

VARIABLE TAKEN FOR ANALYSIS

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Conflictmgt,qualityofwork,appreciation,supportiveclimate	.	Enter

a. Dependent Variable: careergrowth

b. All requested variables entered.

REGRESSION

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.702[a]	.403	.317	1.224

a. Predictors: (Constant), Conflictmgt, qualityofwork, appreciation, supportiveclimate

b. Dependent Variable: careergrowth

Regression analysis, the variables taken for measuring the dependent variable career growth are conflict management, quality of work, appreciation from supervisor, organisation supportive climate. In the above the value of R is 0.702 shows relationship of the independent variables with dependent variable.R square is 40% of level of influence made by the independent variables on dependent variable.

CORRELATION ANALYSIS

ANOVA

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.473	7	1.068	.713	.031[b]
	Residual	166.174	111	1.497		
	Total	173.647	118			

a. Dependent Variable: careergrowth

b. Predictors: (Constant), Conflictmgt, qualityofwork, appreciation, supportiveclimate

REGRESSION TABLE

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.813	.631		6.042	.000
	Conflictmgt	.115	.126	.099	2.144	.0034
	qualityofwork,	.312	.113	-.068	2.865	.0267
	appreciation,	.620	.124	.054	3.164	.0304
	supportiveclimat	.681	.129	.072	2.764	

a. Dependent Variable: careergrowth

From the above table, it is inferred that all the independent variables taken for analysis having considerable impact on the dependent variable. Here we can conclude that

Y(Career growth) $=0.115X_1$(Conflict management)$+0.312X_2$(quality of work) $+0.620X_3$(appreciation) $+0.681X_4$(supportive climate). Here we can conclude that the most influencing variables of career growth of an employee were about appreciation from superiors and supportive organisational climate.

MANAGERIAL IMPLICATION:

Employee engagement is the level of commitment and involvement of an employee has towards their organization and its values. It is a vast construct that touches almost all parts of human resource management. It is a positive approach held by the employees towards organization and its values. In our study we found that the most influencing variables that might have an impact on the employee's career growth are supportive organisational climate and appreciation from the superiors. A manager should focus about the supportive climate for the employees development and in turn for the organisation also. All human beings are longing are praise and appreciation is an well developed statement, employees are also human beings they might also in need of appreciation and non-monetary motivation, Manager can focus for the abovesaid points for their organisational development.

CONCLUSION

Employee Engagement is the buzz word term for employee communication. It is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, use and importance in the workplace and impacts organizations in many ways. Employee engagement emphasizes the importance of employee communication on the success of a business. An organization should thus recognize employees, more than any other variable, as powerful contributors to a company's competitive position. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action. We would hence conclude that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavour.

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