



Factors influencing level of employee engagement with reference to select organisation: An empirical study

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Abstract

There is no exact definition for the term Employee engagement yet. The term Employee engagement means that the employee feel the belongingness towards the organization always strives to the growth of their organization. An Engaged employee means one who fully enthusiastic about their work and takes positive action for organizations reputation and interests. Employee engagement first appeared as a concept in management theory in 1990s. Employee engagement practices are well established in the management of human resources.

An organization with high employee engagement might have higher productivity than the organizations having less employee engagement level employees. Whereas employee engagement is directly proportional to the organizations productivity as higher the engagement level of employee results higher efficiency and productivity. Also the employee engagement may directly or indirectly relate to the job satisfaction or morale of employee. By understanding the importance of employee engagement many organizations are doing engagement practices such as providing great work place culture, employee development programs to enhance the engagement level of employee to raise productivity and daily performances.

Problem Statement: By understanding the various articles which are published on employee engagement, it is found that the organizations facing difficulty to improve the level of employee engagement in younger generations of the employees. By knowing this problem this study is mainly focused on the Factors that influence the level of employee engagement so that the organizations can focus on those areas to develop the engagement level among their employees.

Research Methodology: This study is carried down by using sample questionnaire and personnel interview among employees of selected government organization. The empirical study has been made by using the statistical tool called correlation to know the extent of relation between the individual factor and level of employee engagement. In this study four factors have been identified which are:

- Leadership
- Employee development
- Work place culture and communication
- Benefits

Keywords: employee engagement, productivity, job satisfaction, human resource management

1. Introduction

Robinson *et al.* (2004) define employee engagement as “a positive attitude held by the employee towards the organization and its value. 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.”

The topic Employee Engagement is almost self-explanatory. It is a one of the trendiest topic in the HR fraternity now days. If we will try to understand employee engagement in a layman term, we could describe it as any activity that tries to hold the attention of workers to their organization and their work and in return provides them with Incentives for their commitment and their work. However this definition only gives a basic idea about the term and not all the aspects of the employee engagement. Employee engagement is not just about holding attention or rewarding, it comprises of a whole lot of strategies to make an employee align his/her work ethics and culture

toward organization vision and mission. Employee engagement is directly linked to employee retention strategies, in fact employee engagement strategies are put into effect to counter high retention rates and nowadays most of the employee engagement strategies are directed to counter high turnover rate in the organization.

Employees in an organization is broadly classified into three types based on their level of employee engagement

- **Engaged:** Engaged employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They are naturally curious about their company and their place in it. They perform at consistency levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward.
- **Disengaged:** Not engaged employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They

focus on accomplishing task vs. achieving an outcome. Employees who are not engaged tend to feel their contributions are being overlooked, and their potential is not being tapped.

- **Actively disengaged:** The actively disengaged employees are the cave dwellers. They are consistently against virtually everything. They are not just unhappy at work; they are busy acting out their unhappiness. Every day, actively disengaged workers undermine what their engaged coworkers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning.

2. Factors Influence Employee Engagement

- **Motivation:** leaders in an organization should motivate employees when they needed in terms of either monetary or non monetary so that employee will motivate towards any of both and tries to improve their performance, simultaneously their engagement levels also increases.
- **Appraisal and rewards:** Appraising employees on achievements in tasks and good performance will further motivate them to improve more and more giving rewards is a more practicing method to motivate employees in today's organizations.
- **Good pay:** Paying good salaries will motivate employees morally and make them feel more responsible towards their organizational growth which indirectly enhances the level of employee engagement.
- **Benefits:** Benefits such as PF, Pension, Bonus, Gratuity will provide them moral support in terms of social security and feel responsible and belongingness towards the organization which will contribute towards the growth of engagement levels.
- **Promotions:** Basing upon their performances if they got promotion accordingly their job satisfaction will increase which has resulted in development of engagement.
- **Work place culture:** If the work place atmosphere is ambient and peers are supportive and have good communication will result in job satisfaction and the employee feel comfortable to work more with greater efficiency.
- **Leadership:** Leaders the one who represents the organization/management decisions if the relation between leader and the employee is good, that means there exist good management practices where employee can make their decisions effecting their work so that they can give more productivity.
- **Career development:** If the organization provide them a good career development opportunities will improve their skill which means organization skills has been increased and employee feel that the organization is look after them so they have work for the organization development

3. Organization role in employee engagement

Organizations with high levels of engagement provide employees with opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their potential. When companies plan for the career paths of their employees

and invest in them in this way their people invest in them. Career development influences engagement for employees and retaining the most talented employees and providing opportunities for personal development.

Employees need to feel that the core values for which their companies stand are unambiguous and clear. Successful organizations show respect for each employee's qualities and contribution – regardless of their job level. A company's ethical standards also lead to engagement of an individual Employees want to be involved in decisions that affect their work. The leaders of high engagement workplaces create a trustful and challenging environment, in which employees are encouraged to dissent from the prevailing orthodoxy and to input and innovate to move the organization forward.

4. Engaging Employees Methods

There are various methods are being used to enhance the level of employee engagement. Some of the employee engagement practices that have been done in the selected organization, where this study has been done were listed below:

- Appraisal
- Benefits
- Career development
- Subsidiary canteen
- Work place culture
- Training and development
- Awards and rewards
- Promotions
- Appreciation (recognition)

5. Review of Literature

- Anjumtanwar in his article "Impact of employee engagement on performance" discussed about new model of Development Dimensions International DDI (2005) resembles the Maslow's need hierarchy stating that there are 5 essential factors to create a highly engaged workforce. His article shows the affirmative correlation between engagement and higher performance outcomes.
- Mrs. Sandhyamanjunathan & Dr. Vasantha are saying that the employee engagement will help to retain the employees, but in multigenerational organizations there will be different demands of different generations. They said that in India older generation would prefer to stay at their current employer for 7 years while the younger generations is planning to leave much sooner for salary hike.
- Prof Dr. Yopono Bagyo said in his article that there is inversely proportional relation between engagement and counterproductive work behavior, also stated that CPWB will be a threat to an organization.
- Shivani Chowdary find some drivers of employee engagement from her conceptual study conducted across the globe, those drivers are leadership, goals, work life, relationship among co-workers, career growth, rewards etc from previous literature.
- Anton Vorina, Miro Simonic, Maria Valsova discussed about the relationship between employee engagement and job satisfaction in their article. Job satisfaction is an emotional condition of individual at work where as employee engagement is a work place approach designed

to ensure commitment towards the work. As a result they conclude that there exist a relation between employee engagement and job satisfaction.

6. Statement of Problem

In current scenario of multigenerational organizations it is being difficult to execute practices such as employee engagement practices as there exist different generations which means demands and preferences of each generations will vary from one to one, this may cause disturbance in HR policies. To improve the employee engagement level of an organization one should know the factors that influence the employee engagement level so that they can focus on those areas to design engagement practices.

7. Research Objectives

- To assess the various factors influence the level of employee engagement in a selected organization
- To understand the relationship that exists between those individual factors and employee engagement.

8. Methodology

- **Source of Data:** Primary data is collected from discussion various officials, surveys, and personal interviews and secondary data is obtained from web, articles and text books.
- **Sampling Technique:** Simple random technique is used.
- **Research Tool:** Correlation technique has been used to know the relation between the individual factor and engagement level of an employee.
- **Scope of Study:** The study is limited to a particular organization, results may vary with change in organization so could not give whole picture about the organizations.

9. Data Analysis Using Correlation Method - Empirical Analysis

Data collected in the form sample questionnaire where it covers the question related four variables that are assumed to be influence the level of employee engagement which are Leadership, Employee development, Work place culture and communication and benefits. The scaling technique used is likert scale which is 5 point scale ranges from highly disagree to highly agree or highly dissatisfied to highly satisfied. By having the collected data correlation has been made between each individual variable and employee engagement level and computed and results obtained as below

To know the relation between the individual factors and level of employee engagement empirical analysis has been done in which correlation of quantitative techniques has been used.

9.1 Correlation between Leadership and Level of Employee Engagement

Given Data

X = Leadership	Y= Level of Mployee Engagement
Mean = 3.84	Mean = 3.82
Mean Square = 14.74	Mean Square = 14.59
Variance V (X) = 0.39	Variance V (Y) = 1.1
Standard Deviation = 0.62	Standard deviation = 1.04

$$(r) = \frac{1}{n} \sum xy - \bar{x} * \bar{y} / \sigma_x * \sigma_y$$

$$r = (1/10 * 151 - 14.66) / 0.62 * 1.04 = 0.68$$

Result: Coefficient of correlation r = 0.68 it means the individual factor i.e. leadership is positively correlated.

9.2 Correlation between Career Development and Level of Employee Engagement

Given data

X = Career Development	Y = Level of Employee Engagement
Mean = 2.62	Mean = 3.82
Mean square = 6.86	Mean Square = 14.59
Variance V (X) = 1.7	Variance V (Y) = 1.1
Standard deviation = 1.30	standard deviation = 1.04

$$(r) = \frac{1}{n} \sum xy - \bar{x} * \bar{y} / \sigma_x * \sigma_y$$

$$r = (1/10 * 111.6 - 10) / 1.30 * 1.04$$

$$= 0.85$$

Result: Coefficient of correlation r = 0.85 it means the individual factor i.e. career development is positively correlated.

9.3 Correlation between Relationship Management and Communication and Level of Employee Engagement

Given data

X = Relation and communication	Y = Level of employee engagement
Mean = 3.66	Mean = 3.82
Mean square = 13.39	Mean square = 14.59
Variance V (X) = 0.64	Variance V (Y) = 1.1
Standard deviation = 0.8	Standard deviation = 1.04

$$(r) = \frac{1}{n} \sum xy - \bar{x} * \bar{y} / \sigma_x * \sigma_y = 0.61$$

Result: Coefficient of correlation r = 0.61 it means the individual factor i.e. relationship management and communication is positively correlated.

9.4 Correlation between Benefits and Level of Employee Engagement

Given data

X = Benefits	Y = level of employee engagement
Mean = 3.84	Mean = 3.82
Mean square = 14.74	Mean square = 14.59
Variance V (X) = 0.12	Variance V (Y) = 1.1
Standard deviation = 0.34	Standard deviation = 1.04

$$(r) = \frac{1}{n} \sum xy - \bar{x} * \bar{y} / \sigma_x * \sigma_y = 0.88$$

Result: Coefficient of correlation r = 0.88 it means the individual factor i.e. benefits is positively correlated.

10. Findings

- 70% employees are highly satisfied with the leadership in terms of supporting, informing, recognition, respect etc.
- Around 40-50% of respondents are not satisfied with the career development opportunities.
- Almost 80% of respondents are happy with the work place culture and communication among them.

11. Suggestions

- Organization should improve the technology present they have employees facing problem regarding work as equipment is not working proper leads to decreasing productivity.
- Regular performance appraisal should be made as employees are not satisfied regarding this as they feel that organization is not recognizing their efforts this may lead to employee dissatisfaction.
- Organization should perform practices like job rotation so that the employees will feel refreshed with new work and get rid of doing same tasks all the time, this will improve skills of employee as well as organization.

12. Conclusion

From the above discussion we can conclude that employee engagement activities are very necessary and currently most of the organizations are trying to provide good engagement measures so as to retain their employees and also develop the career of their employees. Henceforth due to these activities both employee and employer are in win-win situation. Employee get Extra benefits and perks and employer tend to get a committed and loyal workforce.

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