

An Analytical Syudy of the Factors Related to Employee Engagement at Private Sector Indian Company

Abstract

As global competition intensifies and organizations seek to attract and retain talent, "engaging" employees becomes an issue of increasingly high significance. The research analyses the significance of the factors of employee engagement that drive employees to give their best in one of the private sector company of repute. It is to be noted that the attempts to raise engagement levels are likely to be low unless there is a willingness and energy at the senior level in the business to take a holistic and long-term approach in building organizational commitment. The study helps to understand the relevance of those factors in relation to effective employee engagement and successful outcomes which benefit the employees as well as the organization. Factors analyzed under the present study are -Work environment, Rapport with boss, Feedback, Communication, Performance appraisal, Employee retention, Respect at work, Burden of work, Contribution of work to the overall success of the organization as well as opportunities for professional growth etc.

Keywords: Employee Engagement, Work Environment, Feedback, Communication, Performance Appraisal, Employee Retention, Respect at Work etc

Introduction

Employee engagement, also called worker engagement, is a business management concept. Employee Engagement has been understood as a measurable degree of employees' positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn and perform at work.

Review of Literature

Employee engagement was described in the academic literature by Schmidt et al. (1993). A modernized version of job satisfaction, Schmidt et al.'s influential definition of engagement was "an employee's involvement with, commitment to, and satisfaction with work. Employee engagement is a part of employee retention." This integrates the classic constructs of job satisfaction (Smith et al., 1969), and organizational commitment (Meyer & Allen, 1991).

Employee engagement is derived from studies of morale or a group's willingness to accomplish organizational objectives which began in the 1920s. The value of morale to organizations was matured by US Army researchers during World War II to predict unity of effort and attitudinal battle-readiness before combat. In the postwar mass production society that required unity of effort in execution, (group) morale scores were used as predictors of speed, quality and militancy. With the advent of the knowledge worker and emphasis on individual talent management (stars), a term was needed to describe an individual's emotional attachment to the organization, fellow associates and the job. More recently employee engagement has become an area of focus within organizations for the purpose of retention as a means of avoiding expensive employee replacement costs resulting from staff who voluntarily quit their jobs. According to SHRM (Society of Human Resource Management, 2017) instead of incurring the cost of replacing employees, companies can maintain their existing staff members through strong employee engagement practices.

Objectives of the Study

Are as following:

1. To find out the present state of engagement level of employees with their job, colleagues, and the organization.



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- To locate those areas where the engagement level needs to be improved so that required steps can be undertaken.
- To conduct an analytical study of the same for the understanding of various outcome-oriented factors.

Research Methodology

Research methodology is a systematic way to solve the research problem which goes as:

Research Design

Descriptive

Sample Unit

Executives, Assistant Managers and Managers

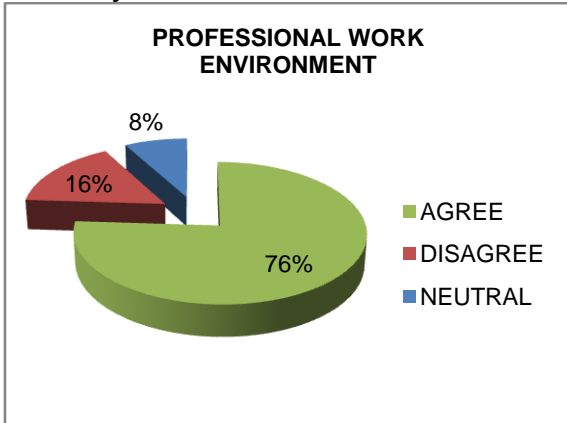
Sample Size

25

Data Collection & Tool

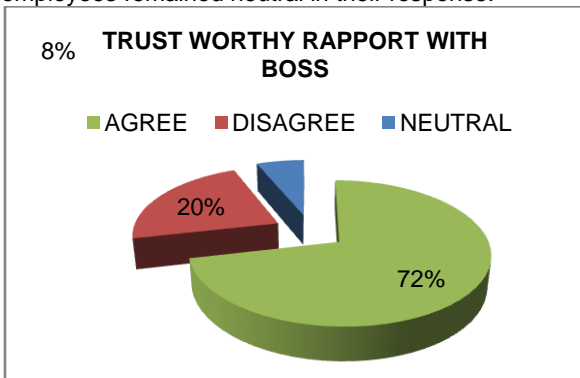
Primary data (questionnaire), secondary data available at the internet, company (company manual and annual report).

Data Analysis



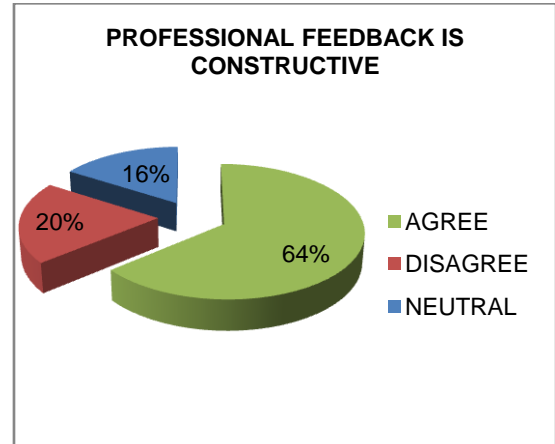
Analysis

Out of 25 employees, 19 employees agreed that they find the work environment to be very professional, 4 employees disagreed while 2 employees remained neutral in their response.



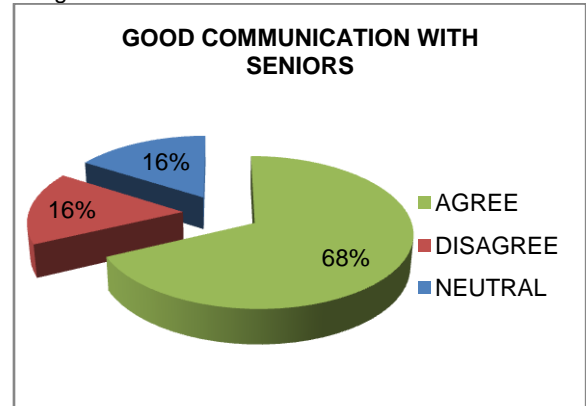
Analysis

Out of 25 employees, 18 employees agreed that they are free to express their opinion before their boss without fear of getting in trouble, 5 employees disagreed while 2 were neutral.

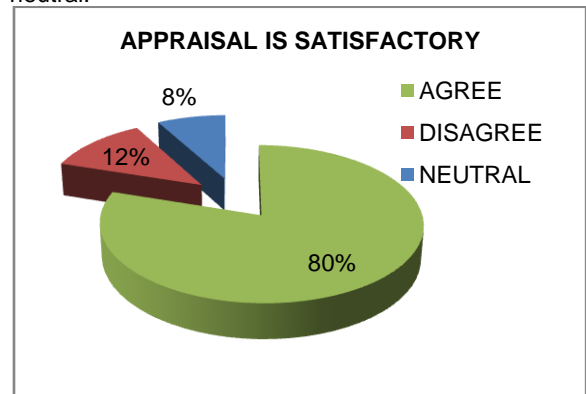


Analysis

Out of 25 employees, 16 employees agreed that they receive useful and constructive feedback from their superiors or someone at work, 5 employees disagreed while 4 remained neutral.

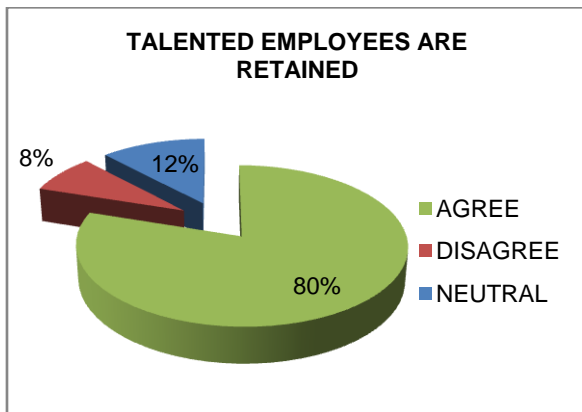


Analysis: Out of 25 employees, 17 employees agreed that their senior leaders communicate well with them, 4 employees disagreed while other 4 remained neutral.



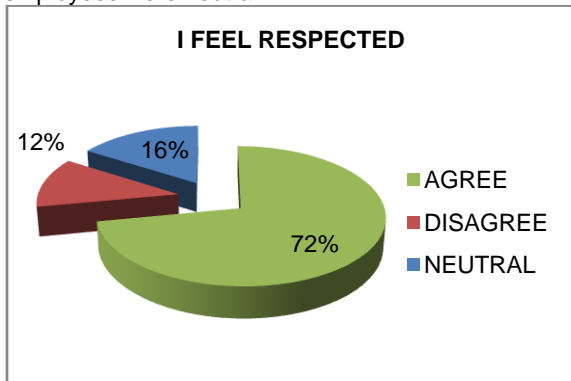
Analysis

Among 25 employees, 20 employees agreed that they receive fair and satisfactory performance appraisal, 3 employees disagreed while 2 employees remained neutral.



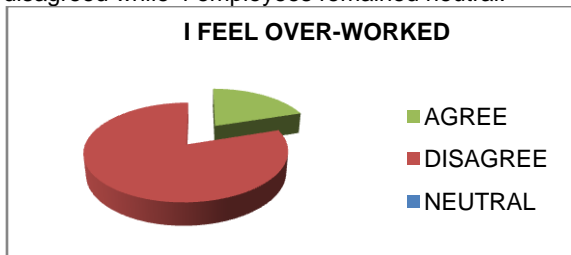
Analysis

Among 25 respondents, 20 employees agreed that the organization retains its most talented employees, 2 employees disagreed while 3 employees were neutral.



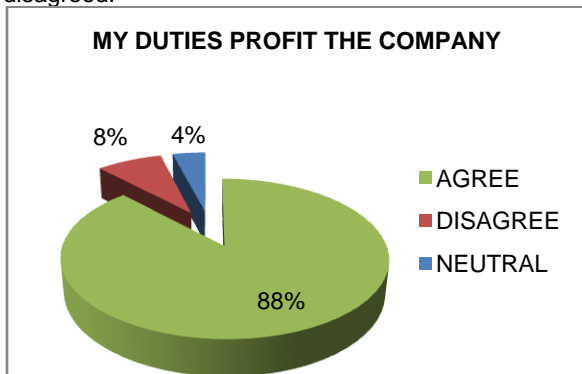
Analysis

Among 25 subjects, 18 employees agreed that they feel respected at work, 3 employees disagreed while 4 employees remained neutral.



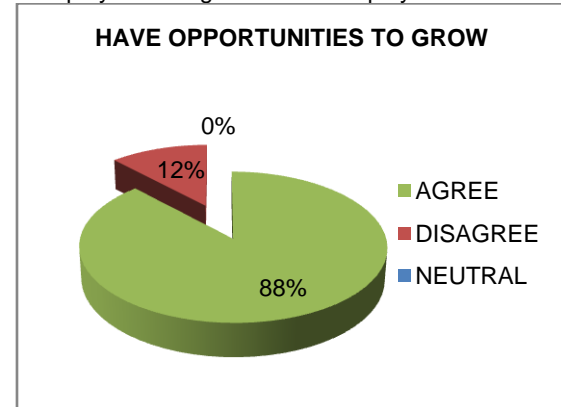
Analysis

Among 25 respondents, 5 employees agreed that they feel over-worked while 20 employees disagreed.



Analysis

Among 25 respondents, 22 employees agreed that they understand how their work directly contributes to the overall success of the organization, 2 employees disagreed and 1 employee was neutral.



Analysis

Among 25 respondents, 22 employees agreed that they have opportunities for professional growth in the organization while 3 employees disagreed.

Data Interpretation

Data interpretation has been done under the light of 10 employee engagement measuring components used in the survey as below:

Professional Work Environment

This component measures the level of professionalism in the work environment of the company. It shows how workplace environment affects employee engagement level. 76% employees found the work environment in the company to be very professional, 16% employees disagreed while 8% were neutral in their response.

Trustworthy Rapport with the Boss

In this question, employees were asked to tell if they could freely express their opinion before their boss without the fear of getting into trouble. It helps to understand the kind of rapport employees share with their bosses. It explains the extent of personal expression of employees before their seniors. In this component, 72% employees agreed that they were free to express their opinion before their bosses without fear of getting in trouble. 20% employees disagreed while 8% were neutral in their response.

Professional Feedback

The feedback system is indicative of the report employees get from their superiors or someone at work about their work on the job. It presents how active is the superior-subordinate relationship in terms of performance reporting. 64% employees agreed that they receive useful and constructive feedback from their superiors or someone at work. 20% employees disagreed while 16% were neutral in their response.

Good Communication with Seniors

Employees look forward to good communication with their colleagues and seniors so that the channel of personal expression runs smoothly throughout the company and fruitful benefits can be derived. 68% employees agreed that their senior

leaders communicate well with them.16% employees disagreed while 16% were neutral in their response.

Satisfactory Performance Appraisal

Employees need to receive performance appraisal on a regular basis so that they feel constant engagement and connection with their job.80% employees agreed that they receive fair and satisfactory performance appraisal.12% employees disagreed while 8% were neutral in their response.

Employee Retention

Retention of employees is crucial in order to maintain the sense of security and belongingness among them.In this question, employees were asked if the company was successful in retaining its most talented employees, 80% employees agreed that the organization retains its most talented employees.8% employees disagreed while 12% were neutral in their response.

Respect at work

Employees tend to be more engaged with the job if they feel respected at work.On this dimension,72% employees agreed that they feel respected at work.12% employees disagreed while 16% were neutral in their response.

Over-work

If work load is a routine then employee engagement level tends to fall.20% employees agreed that they feel over-worked.80% employees disagreed.

Contribution of Work to Company's Success

Knowledge about one's work as a contributing factor to the company's overall success gives a sense of accountability and responsibility. 88% employees agreed that they understand how their work directly contributes to the overall success of the organization.8% employees disagreed while 4% were neutral in their response.

Opportunities for Professional Growth

This particular component provides a drive to work with higher level of engagement. Prospects for professional growth adds up to the passion to put in maximum efforts in the job.88% employees agreed that they have opportunities for professional growth in the organization.12% employees disagreed.

Findings

The first step in the research was to investigate what professionals at the company understood or meant when they used the term 'engagement'. A clear view of the behaviors demonstrated by the engaged employee emerged as to be:

1. Belief in the organization
2. Desire to work to make things better
3. Understanding of business context and the 'bigger picture'
4. Respectful and helpful to colleagues
5. Willingness to 'go the extra mile'
6. Keeping up to date with developments in the field

The research identifies, factors of employee engagement which are comparatively deficient and need to be improved. These factors are as under:

1. Professional work environment
2. Rapport with boss
3. Professional feedback

4. Communication with senior leaders
5. Respect at work

The above mentioned factors need to be focused upon more so that improved levels of employee engagement can be attained. This will benefit the employees as well as the organization.Engagement has clear overlaps with the more exhaustively researched concepts of commitment and organizational citizenship behavior, but there are also differences. In particular, engagement is two-wayprocess: organizations must work to engage the employee, who in turn has a choice about the level of engagement to offer the employer.

Positive responses to the engagement statements indicate:

1. A positive attitude and pride in the organization
2. Belief in the organization's products/services
3. A perception that the organization enables the employee to perform well
4. A willingness to behave altruistically and be a good team player
5. An understanding of the bigger picture and a willingness to go beyond the requirements of the job.

Attempts to raise engagement levels are likely to be less, unless the following 'building blocks' are in place:

1. Two-way communication
2. Effective internal co-operation
3. A development focus
4. Commitment to employee wellbeing
5. Clear, accessible HR policies and practices

It looks easy, but of course it isn't; it requires a huge amount of effort and continuing investment to ensure that all of these basics are in place and working well.

Conclusion

Employee engagement is the result of good and well directed human capital investment and the outcome is significant returns. Value realized can be measured across retention, productivity, innovation, reduced absenteeism and improved commitment and morale.

Changing demographics brings a new set of needs, wants and pressures on all. Flexibility for caring for dependents, the pursuit of leisure and education, voluntary commitments and much more is being demanded by the workforce now and will be expected by the next generation as well. Creating an environment where each person can reach their full potential, have equal choices for progression and relevant learning and be able to manage and balance their lives will go a long way to employee engagement.

Showing every member of the organization how they personally contribute to the progression of the business strategy and success is important. So too is creating a compelling future where individual aspirations can be aligned to business direction. Through inclusive leadership and establishing a sense of community and accountability, where every employee has the opportunity to put forward their ideas and concerns means that the brain power of

many is harnessed rather than decisions being made by a few individuals within senior positions alone.

Reward structures should reinforce the behaviours actually needed for the organization and be aligned to contribution that adds value. Benefits and support packages should be meaningful and relevant to the needs of the employees. Ask them what helps them balance and manage their lives so they can and will want to give that extra bit to work.

Suggestions

The underlying problem here is not feeling valued. While employees are motivated by widely different things, everyone wants to be appreciated. A pat on the back helps but it can be as superficial as a store cashier telling you to have a nice day. There is no point in encouraging managers to operate as facilitators, coaches and catalysts as long as their ability to generate great solutions gets rewarded. People need to be brought into the loop on the direction of their company or that company will have a tough time developing passion on its teams. When employees understand the goals of their company and how their actions align with those goals, those employees are more productive—and their company is more profitable.

Following suggestions are worth mentioning for enhancing effectiveness of employee engagement factors:

1. Keep the lines of communication open. It includes positive coaching discussions with employees about their priorities, goals and vision for the future.
2. Discuss the importance of each employee's job and role within the organization.
3. Delegate responsibility.

4. Get to know employees' interests, goals, stressors, etc. Show an interest in their well-being and do what it takes to enable them to feel more fulfilled by maintaining better balance in work and life.
5. Celebrate individual, team and organization's success.
6. Provide career development opportunities and make it clear that career growth and success of the employees is valuable to the organization.

Limitations of the Study

Employee surveys are so ubiquitous now that they are accepted as part of everyday working life. Time and honest response are major constraints at times, on the part of employees who were interviewed. Factors of employee engagement studied in the research at company have been selected to suit the requirement of the organization.

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