Employee Engagement and its associated factors: An empirical study

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Abstract

Employee engagement has emerged as one of the most important topics in the sphere of human resource management. The phenomenon of employee engagement is also a major concern in the management circles across the globe. The concept is gaining increasing significance among managers and academic circles. It stands for the extent to which the employees are committed to the vision, mission and goals of the organization and involved with the work of employee engagement. The factors considered here for Employee Engagement is Psychological climate, Motivation, Organizational Commitment, Job Satisfaction, Intention to Turnover, Job Fit, Affective Commitment, Discretionary Action, etc.

The study on which this paper is based seeks to ascertain the level of employees engaged in organizations. Sample for the study consists of 100 employees in the organization. The variables taken for the study are Job Fit and organization climate.

Key words: Employee Engagement, Job Fit, and organization climate

Introduction

Engagement in the organizations is more productive and profit generating. Employee engagement is a key strategic initiative that drives employee performance, accomplishment, and continuous improvement for every year. It will also lead to the creation of practical guidance to help organizations and to develop the managerial skills and sustainable organization performance. Employee engagement is a workplace approach designed to ensure that employees are committed to their organization’s goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being. When a company forms a culture also should take root and grows to what it is today and it should be improved. In the survey of 2013 worldwide, only 13% of the employees are engaged at work. All the employees in the organization should be encouraged and engaged. It is possible to engage an employee in the organization but all the organizations should give possible work environment which suits them to work in a convenient manner. Organization can keep their employees fully invested in job and dedicated for job so that they can motivate the employees’.

Objectives of the study:

- To study the relationship between job fit and employee engagement.
- To discuss about the job fit, organizational climate and employee engagement in the organization.
- To examine relationship between organizational climate and employee engagement in the organization.

Review of literature

1. Grugulis, Irena; Vincent, steven; Hebson,Gail (2003) “The rise of the network organization and the decline of discretion”. The author discusses about the implications of networked and flexible organizations for the work and skills of professionals. The author concludes that new
staff in these networks had fewer skills when hired and were given access to a narrower range of skills than their predecessors.

2. Parry, K. Australian (2003), “The impact of organizational leadership culture on a discretionary behaviour within organizations”. The author discusses about the relationship between transformational/transactional organizational leadership culture and participation in discretionary behavior. The author concludes that the organizations become more transactional and the employees are less likely to engage in work related discretionary behavior.

3. Filho, W.L Barbir. J, Spiric.J (2009), “Communicating climate change: Challenges ahead and action needed”. The author examines some of the problems inherent to the communication of climate change. The author concludes that the barriers seen when one tries to communicate climate change and outlines some of the current misconceptions of what climate change is and suggests set of measures.

4. Marius W. Stander, Sebastiann Rothmann (2010), “Psychological Empowerment, Job insecurity and Employee Engagement”. The author examines the relationship between psychological empowerment, job insecurity and employee engagement. The author concludes that affective job insecurity is high, it is crucial to attend to the psychological empowerment of employees.

5. M. Sandhya Sridevi (2010) “Employee Engagement: The key to improving performance”. The author discusses about employee engagement is stronger predictor of positive organizational performance. The author concludes that engaged employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm.

6. Rachel levis, Emma Donaldson Fielder and Taslim Tharani (2011), “Management competencies for enhancing Employee Engagement”. The author examines the specific management behaviors relevant to enhancing and managing employee engagement. The author concludes that there is no single behavior that is the “magic solution” to engaging employees. There is complementary set of behaviors that combine to enhance engagement.

7. Anil Kumar singh, Priyender Yadav (2013), ”A study on understanding of Employee Engagement Practices”. The author discusses about the organization must work to develop and nurture engagement. The author concludes that organizations are heavily focused on human resources as an asset and their image is directly associated with employees acts and behaviors.

8. Alan M. Saks (2006), “Antecedents and consequences of Employee Engagement”. The author highlights a model of the antecedents and consequences of job and organization engagements based on social exchange theory. The author concludes that there is a meaningful difference between job and organization engagements and that perceived organizational support predicts both job and organization engagement.

9. Sandeep Kular, Mark Gatenby, Chris bees, Emma soane, Katie Truss (2008), ”Employee Engagement : A literature review”. The author highlights the developing knowledge and understanding of employee engagement its drivers, and its consequences. The author concludes that there is link between levels of engagement and organizational performance.

10. Shane Crabb (2011), “The use of coaching Principles to foster Employee Engagement”. The author examines what organizations can do engage their employees, in the form of organizational level drivers of engagement. The author concludes that individuals can work to utilize their strengths, positively manage their emotions and align their values to those of the organization more effectively and to achieve peak performance.
Conceptual Framework of Employee Engagement

Research Methodology
The research is to find the climate of the employees in the organisation and to study about the relationship between job fit and employee engagement.

Research Design:
Descriptive research has been used as research design.
Sampling techniques:
Simple Random sampling has been used here.

Data Collection:
Data collected through Questionnaire. Primary Data was collected using Questionnaire.

Sample Size:
Among the total level of population, 100 employees have been chosen for the study.

Tools and Techniques:
- Percentage analysis
- Factor Analysis
- Anova
- Correlation

Data analysis and interpretation

Percentage analysis

<table>
<thead>
<tr>
<th>Income</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>10,000-15,000</td>
<td>1</td>
<td>0.5</td>
<td>1</td>
</tr>
<tr>
<td>16,000-20,000</td>
<td>15</td>
<td>6.8</td>
<td>15</td>
</tr>
<tr>
<td>21,000-25,000</td>
<td>38</td>
<td>17.1</td>
<td>38</td>
</tr>
<tr>
<td>&gt;25,000</td>
<td>46</td>
<td>20.7</td>
<td>46</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Inference
From the above table it shows that 20.7% of the respondents income were more than 25,000 and 17.1% of the respondents income between 21,000-25000 and 6.8% of the respondents income between 16,000 – 20,000.
Factor Analysis

Table: 2

<table>
<thead>
<tr>
<th>KMO and Bartlett's Test</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</td>
</tr>
<tr>
<td>Bartlett's Test of Sphericity</td>
</tr>
<tr>
<td>Approx. Chi-Square</td>
</tr>
<tr>
<td>df</td>
</tr>
<tr>
<td>Sig.</td>
</tr>
</tbody>
</table>

Table: 3

<table>
<thead>
<tr>
<th>Component</th>
<th>Initial Eigenvalues</th>
<th>Extraction Sums of Squared Loadings</th>
<th>Rotation Sums of Squared Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>% of Variance</td>
<td>Cumulative %</td>
</tr>
<tr>
<td>Bonus and incentives</td>
<td>1.673</td>
<td>8.805</td>
<td>48.615</td>
</tr>
<tr>
<td>New task and approaches</td>
<td>1.574</td>
<td>8.286</td>
<td>56.901</td>
</tr>
<tr>
<td>Additional task</td>
<td>1.284</td>
<td>6.760</td>
<td>63.662</td>
</tr>
</tbody>
</table>

Inference
The KMO index ranges from 0 to 1.0, reaching 1.0 when each variable is perfectly predicted without error by other variables. With a KMO value of 0.702, the data falls into the excellent factor analysis range.

The Bartlett’s test is also significant at highest level, indicating suitability for factor analysis. The various factors towards employee engagement were analyzed with the help of factor analysis. The several factors which influence employee engagement are grouped into 5 factors such as fit for job, knowledge skills and abilities, bonus and incentives, new tasks and approaches and additional task.

Correlation
To test the significant relationship between job fit and organization climate.

Null hypothesis
H0: There is no association between job fit and organization climate.

Alternative hypothesis
H1: There is association between job fit and organization climate.

Table: 4

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Job Fit</th>
<th>Organisation climate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.833**</td>
</tr>
<tr>
<td>d1total</td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>99</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td></td>
<td>.833**</td>
</tr>
<tr>
<td>d2total</td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>99</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

Inference
The correlation coefficient job fit and organization climate is 0.833. Which indicates 83.3% positive relationship between job fit and organization climate and is significant @ 1% level since p value is < 0.01. Hence null hypothesis is rejected at 1% level.

One way Anova
To test whether significance difference between income with regard to organization climate

Null hypothesis
H0: There is no association between income and organization climate.
Alternative hypothesis
H1: There is association between income and organization climate.

Table: 5 ANOVA

<table>
<thead>
<tr>
<th>Organization climate</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>26.607</td>
<td>3</td>
<td>8.869</td>
<td>.505</td>
<td>.680</td>
</tr>
<tr>
<td>Within Groups</td>
<td>1686.783</td>
<td>96</td>
<td>17.571</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1713.390</td>
<td>99</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Inference
Since p value >0.05 the null hypothesis is accepted at 5% level of significance. Hence conclude that there is no significance difference between income with respect to organization climate.

Limitations of the Study
The limitations of the study are as follows
- This study is subjected to only few variables. Hence this study does not focus on other variables which affect employee engagement.
- This study does not focus on other variables which influence employee engagement.
- This study was limited to a particular finance based company and hence does not focus on other sectors.

Suggestions
- The employees are still unengaged at their works where it results in poor job fit of employees’.
- Employees who are engaged in the organizations their dedication towards work is low due their irresponsibility which results in poor job performance and work pressure in the organization. Every organization should notice this and can bring better positive environment for the employees to work with full involvement.
- The organizational climate is not positive and supportive for employees’. Which affects them emotionally and ending up stress at work. So can give awareness and can conduct some activities to remove stress.

CONCLUSION
The alarmingly high number of individuals who are disengaged and unhappy at work is due to broken system that fails to take into consideration an individual’s suitability for a particular position. As a result, the work force is flooded with people who do not fit their role and wide spread epidemic of poor job fit has repercussions beyond just high turnover. When people are unhappy in their professional lives, there may be negative impacts not only their employer’s bottom line, but also on their personal lives, negatively affecting their emotional and physical well-being and their relations with family and friends. So that the Organizations should make it as a point that they bring collaboration between the employees’ to enhance the employee engagement. The employees’ can also be engaged in the organizations like, Training and development, motivation, physical work environment, fun at work, etc.

References


