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## A STUDY ON EMPLOYEE ENGAGEMENT

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**ABSTRACT-** Employee engagement refers to a condition where the employees are fully engrossed in their work and are emotionally attached to their organization. An "engaged employee" is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers his organization's interests. This study investigates how different variables like job characteristics, career development, work relationship, perceived supervisor support, organizational fit and engagement influence in engagement of an employee. The analytical tools used in this study are SPSS; the primary data is collected through a structured questionnaire. The secondary data is collected through journals and research papers. From the research we can understand given the proper work conditions and recognition for their work with their roles clearly defined, the employees are willing to be engaged in their work.

**Key Words:** Job Characteristics, Career Development, Work Relationship, Perceived Supervisor Support, Organizational fit and Engagement.

### INTRODUCTION

Most organizations today realize that a 'satisfied' employee is not necessarily the 'best' employee in terms of loyalty and productivity. It is only an 'Engaged employee' who is intellectually and emotionally bound with the organization, feels passionate about its goals and is committed towards its values who can be termed thus. He goes the extra mile beyond the basic job responsibility and is associated with the actions that drive the business. The facts that it has a strong impact on the bottom-line add to its significance. Engagement is about motivating employees to do their best. The quality of output and competitive advantage of a company depend on the quality of its people.

**Engaged** - “Engaged employees work with passion and they feel a profound connection to their company. They drive innovation and move the organization forward.” Engaged employees are more likely to stay with the organization, perform 20 per cent better than their colleagues and act as advocates of the business. Engagement can enhance bottom-line profit and enable organizational agility and improved efficiency in driving change initiatives. Engaged individuals invest themselves fully in their work, with increased self-efficacy and a positive impact upon health and well-being, which in turn evokes increased employee support for the organization

**Non- Engaged** - “Non - Engaged employees are essentially ‘checked out’; they are sleepwalking through their day, putting time – but not energy and passion- into their work.” These employees who attend and participate at work but are timeserving and put no passion or energy into their work.

**Disengaged** – employees who are unhappy at work and who act out their Unhappiness at work. According to Meere (2005), these employees undermine the Work of their engaged colleagues on a daily basis

## I. OBJECTIVES OF THE STUDY

### PRIMARY OBJECTIVE

- To identify the factors affecting the level of employee engagement in the workplace

### SECONDARY OBJECTIVE

- To assess the employee satisfaction towards the workplace
- To examine the impact of employee engagement on organizational effectiveness
- To identify the challenges on employee engagement
- To identify the influence of organizational inputs on the employee engagement

## II. Literature Review

Alan Saks (2006) states that employee engagement has become a popular topic in recent years among consulting firms and business press. But employee engagement has been studied rarely in the academic literature and relatively little is known about its antecedents and consequences. This study has been made for the purpose of testing a model of antecedents and consequences of job and organization engagement based on social exchange theory.

Arnold Bakker (2011) states that the employees who are engaged in their work are fully committed to their work role. They are the one who got the energy, dedication and they are immersed in their work activities. This research studies the overview of concept of work engagement and discusses the antecedents and consequences of engagement

Dharmendra Mehta, Naveen Mehta (2013) states that motivated and engaged employees tend to contribute more in terms of organizational productivity and they support in maintaining a higher commitment level leading to the higher customer satisfaction. The revenue, corporate goodwill, brand image are at stake when employee engagement permeates across the employee-customer boundary. This research makes an attempt to study the different dimensions of employee engagement with the help of review of literature. This can be used to provide an overview and references on some of the conceptual and practical work undertaken in the area of the employee engagement practices.

Gantasala Prabhakar, Swetha Reddy (2016) states that it was aimed at assessing the employee engagement levels at IT industry in India, factors contribute to employee engagement and means to improve employee engagement levels in industry being researched. The research also identifies the impact of demographic factors in employee engagement.

Ambar Khalid, Saba Khalid (2015) states the relationship between organizational commitment, career satisfaction and employee engagement. The purpose of the study is to create awareness among employees about career satisfaction and employee engagement by analyzing how it is related to organizational commitment.

### III. Methodology

A research methodology is a systematic plan for conducting research. The process used to collect information and data for the purpose of making business decisions. The methodology may include publication research, interviews, surveys and other research techniques, and could include both present and historical information. The type of research used in this project is descriptive research design. Descriptive research designs help provide answers to the questions of who, what, when, where, and how associated with a particular research problem; a descriptive study cannot conclusively ascertain answers to why. Descriptive research is used to obtain information concerning the current status of the phenomena and to describe "what exists" with respect to variables or conditions in a situation. Primary data is defined as the data that is obtained through first-hand investigation, it includes information collected from interviews, experiments, surveys, questionnaires, focus groups and measurements. The key point in primary data is that the data

collected is unique. In this study questionnaire is used as primary data collection method. Secondary data is data that is widely available and obtained from another party. Secondary data can be found in publications, journals and newspapers. For this study the data is collected from journals, websites and also from data manual of the company. Sample refers to a set of observations drawn from a population. Often it is necessary to use samples for research, because it is impractical to study the whole population. Sampling techniques are the strategies applied by researchers during the statistical sampling process. It is the methods used in drawing samples from a population usually in such a manner that the sample will facilitate in making conclusion from the population. Simple random sampling is used as sampling technique for the purpose of selecting respondents. Simple Random sampling is the basic sampling technique where we select a group of subjects that is sample for study from a larger group (population). A Study On Employee Engagement was carried out for the period of 3 months.

#### IV Hypothesis

##### 1. Hypothesis

FACTORS	AGE					F VALUE	P VALUE	SIGNIFICANCE LEVEL
	20-25	26-30	31-35	36-40	40 & Above			
Job Characteristics	2.69	3.40	3.08	4.71	3.71	4.267	.003	Significant
Career Development	2.39	2.75	2.50	2.57	2.14	.83	.821	Not Significant
Perceived Supervisor Support	2.99	2.75	3.58	2.29	2.43	1.176	.326	Not Significant
Organizational Fit	2.27	2.30	2.42	1.71	2.57	.458	.767	Not Significant

**Significance Level tested at 0.05 level**

##### Interpretation

The p value is less than 0.05; the influence of job characteristics on age is significant. Hence reject H<sub>0</sub> for job characteristics. The p value is greater than 0.05, the influence of career development, perceived supervisor support and organizational fit on age is not significant. Hence accept H<sub>0</sub> for career development, perceived supervisor support and organizational fit.

## 2. Hypothesis

FACTORS	Income					F VALUE	P VALUE	SIGNIFICAN CE LEVEL
	10000- 15000	15000- 20000	20000- 30000	30000- 40000	400000 & Above			
Job Characteristi cs	2.64	2.79	2.93	3.23	3.90	2.542	.043	Significant
Career Development	2.56	2.42	2.41	2.54	2.40	.068	.992	Not Significant
Perceived Supervisor Support	2.99	2.75	3.58	2.29	2.43	1.176	.108	Not Significant
Organization al Fit	2.36	2.36	2.24	1.92	2.30	.311	.870	Not Significant

**Significance Level is tested at 0.05**

### Interpretation

The p value is less than 0.05; the influence of job characteristics on income is significant. Hence reject H0 for job characteristics. The p value is greater than 0.05, the influence of career development, perceived supervisor support and organizational fit on income is not significant. Hence accept H0 for career development, perceived supervisor support and organizational fit.

## 3. Hypothesis

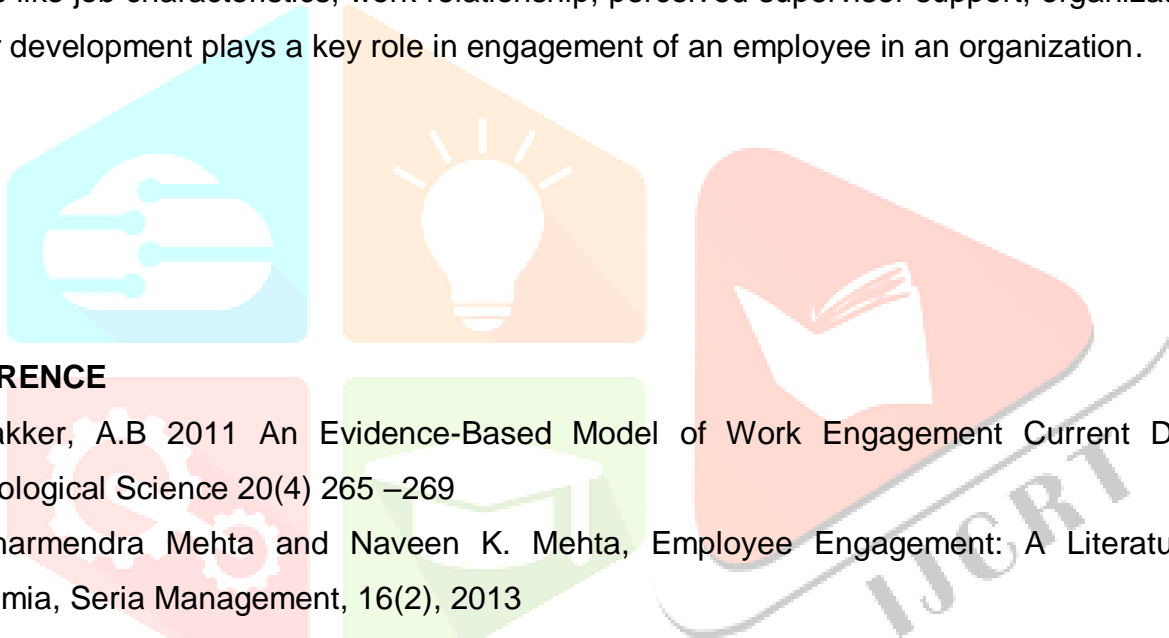
Correlations			
		Career Development	Work Relationship
Career Development	Pearson Correlation	1	.017
	Sig. (2-tailed)		.851
	N	120	120
Work Relationship	Pearson Correlation	.017	1
	Sig. (2-tailed)	0.851	
	N	120	120

## Interpretation

The p-value is 0.851 which is greater than the alpha value (0.05), hence null hypothesis (H0) is accepted. There is significant relationship between career development and work relationship.

## V. Conclusion

With respect to the above study and findings the employees are determined to give their best at work place if the organization sets clear objectives for them to perform to the best of their ability and if they feel comfortable giving feedback to their superior in the organization. It also inspires them to give their best at work and grow as individual. The employees are willing to put best of their efforts if they are given proper working spaces. The employee under proper working environment, with their roles clearly defined and with proper guidance and communication will be engaged in their work. The factors like job characteristics, work relationship, perceived supervisor support, organizational fit and career development plays a key role in engagement of an employee in an organization.



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