



A Study On Employee Engagement In Public Sector Enterprise Among Managerial Employees

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Abstract

The performance and productivity of any industry depends completely on their employees. The environment prevailing at present is highly competitive and it requires the employees to be filled with relevant skills, talents and competency to achieve the goals. Employee engagement is considered as one of the primary aspect of the management and it believes that having an efficient work force is important for the growth and survival of the organization.

This study is descriptive in nature and the universe of the study is a public sector enterprise in Coimbatore. A sample of 80 respondents was selected randomly for the purpose of the study. The researcher has used questionnaire for the purpose of data collection and the collected data was analysed using the statistical tools like mean, standard deviation, ANOVA, t-test and Friedman's test. Findings concluded that there was a high level of engagement found among the public sector employees and the communication is the foremost factor which had significant influence over employee engagement followed by personal experience, fairness and respect for management.

Keywords:

Employee engagement, PSU, Managerial employees, Coimbatore, Descriptive research

1.1 Introduction

Employees are the backbone of any industry. The performance and productivity of any industry depends completely on their employees. The environment prevailing at present is highly competitive and it requires the employees to be filled with relevant skills, talents and competency to achieve the goals. The employees will exhibit their work effectively only when they are satisfied with their job, motivated and properly managed by the organization. This ultimately leads to employee engagement.

Employee engagement is termed as the emotional commitment which an employee has towards his organization, resulting in the use of voluntary effort. Employee engagement is a positive attitude which an employee has on his organization and its values. An employee, who is engaged clearly knows the organizational objectives and also works cordially with their co-workers for the benefit of the organization. On the other side, the organization also has to focus on improving and enhancing the engagement of the employees, which is only possible by means of two-way relationship between employee and employer. Thus organization must provide a conducive environment and frame policies which will enhance the employee commitment through which they employee engagement is achieved.

Employee engagement is considered as one of the primary aspect of the management and it believes that having an efficient work force is important for the growth and survival of the organization. They also believe that a well engaged employees can increase the production and performance by means of reducing the cost incurred for selection and retaining employee.

1.2 Review of Literature

Kahn, (1990) stated that employees vary in degrees while performing a job and also stated that employees exhibit commitment physically, cognitively and emotionally in their various performing roles. On the other side, some may disengage from their role.

Coffman and Gonzalez-Molina (2002), Their study findings reveals that those units which half of their employees engaged in their work, 56 percent of the units had higher rate of success based on customers loyalty, 44 percent of the unit had higher rate of success on employee turnover, 50 percent of the units had higher rate of success on productivity and 33 percent of them had higher success rate on profit.

May, Gilson, & Harter, (2004) they conducted a survey to find answer for why some employees are highly engaged in their job, while others are no so engaged or disengaged. The findings of the study reveal that employee engagement differs from the employee job satisfaction. They have stated that engagement more uses the behaviour and emotions rather than cognitions.

Schaufeli & Salanova, (2007) Employee engagement does not only differ from burnout but possesses its own characteristics which are termed as vigour, dedication and absorption. The researchers concluded that engagement is similar to burnout in that it is a stable, non-transient state that increases slightly with age.

The Gallup Research Report (2003) has found that highly disengaged employees are more tend to quit the organization within a year than the employees who are engaged. Their survey results also reveals that out of the 1000 employees only 56 percent of the employees were highly engaged in their job and 60 percent of the employees are not engaged and 17 percent of the employees are disengaged in their job. They have stated that highly disengaged employee in the organization will lead to low productivity of the organization.

Ingham, (2007) have stated that the factors namely work life of the employees, senior leadership, organizational values and worker's relationship with their manager are significantly influence employee engagement. The important factor of engagement of the employees who are directly involved in production of the products or services tends to be the relationship with their line manager. Secondly, work life, values and leadership of senior are the factors which influence the employees who are directly involved in production of the product.

Harley and Lee (2005) have stated that culture of an organisation and employee engagement is considered as the most important key to the success of any organization. They have also stated that the productivity, profitability and innovation of any organizational dependents largely on the level of employee engagement. Though there are numerous surveys on employee engagement been conducted, it has no answer for what to be done in order to make people engaged in their job.

1.3 Objectives

- To study the demographic profile of the respondents.
- To assess the level of employee engagement of the respondents.
- To study the factors influencing the level of employee engagement of the respondents.
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1.4 Methodology

The study is descriptive in nature. The universe of the study is a public sector enterprise in Coimbatore. A sample of 80 respondents was selected randomly for the purpose of the study. The researcher has used questionnaire for the purpose of data collection. The questionnaire consists of two sections;

Demographic profile which consists of 6 items and employee engagement scale which consists of 350 items. The reliability of the scale was found to be 0.882 and face validity was used to test the validity of the scale. Primary and secondary data was used in the present study. The collected data was analysed using the statistical tools like mean, standard deviation, ANOVA, t-test and Friedman's test.

1.5 Analysis and Interpretation:

1.5.1 Demographic Profile

Variables	Particulars	No. of Respondents	Percentage
Age	26-35	31	38.8
	46-55	33	41.2
	55 and above	16	20.0
Marital Status	Married	38	47.5
	Single	42	52.5
Educational Qualification	ITI	8	10.0
	Diploma	16	20.0
	Degree	51	63.8
	Professional Degree	5	6.2
Occupation	Strategic	41	51.2
	Tactical	39	48.8
Years of Service	Below 5	9	11.2
	6-10	22	27.5
	16-20	29	36.2
	26-30	4	5.0
	Above 30	16	20.0
Monthly Income	40001-60000	31	38.8
	60001-80000	4	5.0
	80001-100000	40	50.0
	Above 100000	5	6.2

Table 1.5.1 shows that 41.2 percent of the respondents belong to the age group between 46-55 years, 38.8 percent of them belong to the age group between 26-30 years and 20 percent of them belong to the age above 55 years. More than half of the respondents (52.5 percent) were single and 47.5 percent of them were married. Nearly two-third (62.8 percent) of the respondents are degree holders, 20 percent of them are diploma holders, 10 percent of them hold ITI and 6.2 percent of them hold professional degree. More than half (51.2 percent) of their nature of occupation was strategic and 48.8 percent of their nature of occupation was tactical. Nearly one third (36.2 percent) of them had experience between 16-20 years, 27.5 percent of them had experience between 6-10 years, 20 percent of them had experience above 30 years, 11.2 percent of them had experience below 5 years and 5 percent of them had experience between 26-30 years. Half of the respondents (50 percent) had a family monthly income between Rs.80001-100000, 38.8 percent of them had a family monthly income between Rs.40001-60000 and 6.2 percent of them had a monthly income above Rs. 100000 and above.

1.5.2 Factors of Employee Engagement:

Factors	Level of Engagement									
	Very High		High		Moderate		Low		Very Low	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Feedback	18	22.5	20	25.0	27	33.8	11	13.8	4	5.0
Teamwork	8	10.0	14	17.5	47	58.8	7	8.8	4	5.0
Opportunity for growth	8	10.0	25	31.2	39	48.8	8	10.0	0	00.0
Work life balance, Stress & work place	34	42.5	29	36.2	0	00.0	17	21.2	0	00.0
Quality and customer focus	15	18.8	3	3.8	38	47.5	24	30.0	0	00.0
Fairness	14	17.5	0	00.0	55	68.8	8	10.0	3	3.8
Mission and purpose	26	32.5	17	21.2	8	10.0	29	36.2	0	00.0
Respect for management	13	16.2	35	43.8	8	10.0	24	30.0	0	00.0
Compensation on	59	73.8	4	5.0	0	00.0	17	21.2	0	00.0
Respect for Employee	46	57.5	0	00.0	8	10.0	26	32.5	0	00.0
Work place and Resources	25	31.2	10	12.5	8	10.0	37	46.2	0	00.0
Performance and accountability	16	20.0	0	00.0	50	62.5	14	17.5	0	00.0
Communication	18	22.5	20	25.0	19	23.8	23	28.8	0	00.0
Personal experience/ Diversity	22	27.5	24	30.0	18	22.5	12	15.0	4	5.0

1.5.3 Level of Employee Engagement

Variables	Particulars	No. of Respondents	Percentage
Employee Engagement	Very High	5	6.2
	High	33	41.2
	Moderate	35	43.8
	Low	7	8.8
	Very Low	0	0.0
	Total	80	100.0

Table 1.5.3 reveals that of the total respondents 43.8 percent of them had a moderate level of employee engagement, 41.2 percent of them had a high level of engagement, 8.8 percent of them had a low level of engagement and 6.2 percent of them had a high level of engagement.

1.5.4 Significance (ANOVA/t-test) Test for Employee Engagement based on Demographic

Variables:

Variables	Test	Value	Result	
Age	ANOVA	8.436	S	46-55 = 269.0000
Marital Status	t-tests	1.106	NS	
Educational Qualification	ANOVA	13.582	S	Profess deg: 296.0000
Occupation	t-tests	4.400	S	Strategic: 269.8049
Years of Service	ANOVA	4.966	S	16-20: 270.6552
Monthly Income	ANOVA	15.783	S	Above 1lakh: 296.0000

The results of the ANOVA and t-test test show that there is a significant difference in the level of employee engagement based on their different age group of the respondents. The mean value shows those respondents whose age was between 46-55 years had high employee engagement compared to another age group. There is a significant difference in the level of employee engagement based on the different qualification of the respondents. The mean value shows that those who had professional degree had high employee engagement compared to other qualification. The t-test value shows that there is a significant difference in the employee engagement based on their nature of occupation.

The mean value shows that those who work in strategic jobs had high employee engagement compared to those who work in tactical jobs. The ANOVA value shows that there is a significant difference in employee engagement among the different years of experience groups and the mean value shows that those who had 16-20 years of experience had high level of employee engagement. The ANOVA value shows that there is a significant difference in the level of employee engagement based on the different income groups of the respondents. The mean value shows that those who had an income above Rs.100000 had high level of employee engagement compared to other income groups.

1.6 Discussion

The present study was carried out to understand the level of engagement of the public sector employees and the factors which influence employee engagement. The findings revealed that nearly 50 percent of the respondents had high employee engagement. It is natural that people differ in all aspects. Their perception differs from one another. Though the organizations had framed various employee friendly policies in order to enhance satisfaction and commitment of the employees which influences the employee to engagement, more than half of them engage moderately and low. On the other side employee engagement is influenced by the demographic profile of the employees. The study shows that age, educational qualification, occupation, years of service and monthly income influences the employee engagement. It shows that the employees whose age was between 46-55 years had higher level of engagement which may be because of their respect they get due to their experience in the job.

Similarly, professional degree holders had higher engagement which may be because of their vast knowledge in the job compared to ITI and diploma holders. As the years of service increase the employee receives recognition and respect from the management due to his experience in the job which might have motivated them to engage themselves in their job. Income is the fundamental aspect for an employee to take a job. This is considered as an important factor in enhancing the job satisfaction of the employee. Higher the income higher is the

1.7 Conclusion

The present study thus concludes that there was a high level of engagement found among the public sector employees. The study also concludes that demographic variables do influence the employee engagement. The demographic variables namely; age, educational qualification, occupation and years of service had a significant influence over employee engagement. It is concluded that the communication is the foremost factor which had significant influence over employee engagement followed by communication, personal experience, fairness, respect for management, etc.

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