

A study on factors influencing Organization Learning and Organizational Performance with reference to Employee Engagement in service sector at NCR

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Abstract:

Today dynamic need is for business to continue, to improve productivity in a global environment where continuous change is making it difficult to compete; one of the only outlets left for making this happen is employees. However, given the employee contract as it has been redefined, it is not easy for employers to snap their fingers and simply get employees to do more. Thus, the employee engagement movement arrived as a way to solve this problem. Employee engagement has become an important driver for any organization learning, as competition intensified employers realized the significance of employee to sustain and grow in the knowledge economy.

Key word:

Competency skill, Organizational Learning, Organizational Performance, Employee Engagement

Introduction:

There is evidence to corroborate that engaged employees do more; therefore, to get more out of less, the logic would be that managers simply need to engage their people. Everyone seems to be on the path to getting their employees engaged. An engaged employee tends to be more self-motivated, reliable and have higher levels of organizational loyalty. The most important driver of engagement is a sense of feeling valued and involved. However achieving this is no mean feat; therefore an empirical study has been undertaken to identify the focus areas to increase the levels of employee engagement. The basic purpose of the study is to find out what variables are significant to create an engaged workforce. The study is exploratory in nature and the data has been collected from a service organization.

Employee engagement is defined as the level of commitment and involvement an employee has towards their organization and its values. 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. Thus, Employee engagement is a barometer that determines the association of a person with the organization.

Elements of Employee Engagement:

Commitment: Commitment means the degree to which individuals associate themselves with the job, the responsibilities and the organisational objectives. Engaged employees are those who are fascinated by their work and committed to face every challenge to attain their goals. They are dependable and highly productive and therefore, are accountable for what they do.

Motivation: Up till recently it was believed that the biggest motivation is achievement. The reverse is also true, which means achievement results in more motivation. If employees put in their 100% efforts to take their organisation to the next level, this attained status motivates them more than anything. Proper rewards and recognitions can further motivate them to achieve more and more for their organisation. Motivation and achievement go hand in hand and act as the burning fuels for the success of any organisation.

Loyalty: Employees who are actively engaged in their work show more loyalty towards the organisation. The best part is that they need less focus and attention of managers to perform their task as they themselves feel accountable for their job responsibilities and results attained. However, it doesn't take much time for actively engaged employees to turn into disengaged employees if the organisation doesn't have a well-established reward system. Recognition is a basic necessity of individuals to remain steered up towards their job.

Trust: High levels of employee engagement can be fostered only when trust prevails in the organisation from both the sides. As they share strong emotional bond with the organisation, the latter should also show trust in their abilities. Employees must be given autonomy to perform their tasks their way. They should not be restricted to a specific rules and regulations and therefore, should be motivated to experiment to perform their task in a different and innovative manner.

C's of Employee Engagement:

Career: When individuals join an organisation, they expect to build a career with it. If the top management and immediate managers spend dedicated time in carving out the careers of its employees, they will feel that they belong to the organisation. They feel engaged when they receive support from the management in growing their careers.

An organisation can provide its employees with opportunities to grow professionally through job rotations, indulging them in significant tasks, challenging assignments and promotions. They should also be given a specific level of authority and autonomy to take their decisions on their own. The organisations prepare an entirely new breed of employees if they genuinely invest in developing the careers of their people.

Competence: Competence is all about the ability to grow. Regular workshops and training sessions must be held in order to help employees acquire a higher level of skills and competencies. The focus should be on developing for marketable skills. Most employees after spending a few months look for competence-boosting opportunities with the organisation so that they can grow and move to the next level of their careers. While the career focuses on the actual growth in terms of designation, wages and perks and authority, competence is the ability to grow utilizing the opportunities.

Care: Sitting at the topmost, care is regarded the finest art of the managers by which they can make employees feel an indispensable part of their organisation. The managers need to be empathetic and sensitive towards people and understand their personal problems. Showing small day-to-day caring gestures towards employees make them feel that they belong to the organisation and organisation belongs to them.

Drivers of Employee Engagement:

While there is no one panacea for leveraging employee engagement, there are some broad drivers which are presented below:

Work/Job Role - Employees must see a link between their role and the larger organization goal. Understanding this linkage provides an intrinsic motivation and increased engagement. Most employees will come to work on time without possessing a sense of belonging and will try and complete assigned tasks even without possessing

that sense achievement on completion of task. However, an employee that sees a clear linkage on how his/her role contributes to the organization will go the extra mile and help create organization wealth.

Work Environment/Organization Culture - The bond between an employee and the organization is cemented when the employee identifies with the culture of the organization. An employee is engaged and motivated to stretch beyond the call of duty if he/she finds the work environment enabling and supportive.

Rewards and Recognition - The bottom line is that people work to earn which helps fulfil ambitions. Equitable pay coupled with rewards and recognition programs enhances motivation and leads to commitment and engagement.

Learning and Training Opportunities - As Lawyer (2006) put it - "People Enjoy Learning." This is especially true in the case of today's millennial workforce that constantly looks at enhancing knowledge and skill. Skill and Knowledge enhancement is not just important for the employees but providing a learning culture is essential for organizations to remain relevant in the constantly changing business landscape.

Performance Management - An effective performance management system contributes positively to employee engagement. Goal setting lies at the root of any performance management system. Clearly articulated goals, a fair and just means to judge performance and timely, rational feedback are critical elements in creating a bond between the employee and his/her organization.

Leadership - It is a well recorded fact that most resignations happen because the employee is not satisfied with his/her 'boss.' An organization that spends time and effort in grooming leaders who are aligned to its goals, culture and people invests well. New age industries have a young and dynamic workforce that looks for autonomy in decision making, increased responsibility and accountabilities.

Other Factors - Clear and open communication, quality of interaction with peers, collaboration, organization policy, organization performance are all contributing factors to employee engagement.

Review of Literature:

History records that about 2300 years ago, Alexander (356 BC – 323 BC) was able to march ahead and conquer unknown lands by battling for years across continents, miles away from home, because he had an engaged army that was willing to abide by its commander.

Alexander is known to have achieved the engaged workforce by ensuring that he spent face time with his men, listening and addressing grievance, ensuring on time payment of salary, dressing like the rest of his army and most importantly by leading from front.

Kular et al. (2008) explored Five key areas: What does 'employee engagement' mean?; How can engagement be managed?; What are the consequences of engagement for organizations?; How does engagement relate to other individual characteristics?; How is engagement related to employee voice and representation?. Robertson-Smith and Markwick (2009) throw light on what engagement is and reveals that it is an important yet complex challenge, and there remains a great deal of scope for discussing the various approaches. Simpson (2009) discussed that the current state of knowledge about engagement at work through a review of the literature. This review highlighted the four lines of engagement research and focuses on the determinants and consequences of engagement at work. Susi & Jawaharrani (2011) examined some of the literature on Employee engagement, explore work-place culture & work-life balance policies & practices followed in industries in order to promote employee engagement in their organizations to increase their employees' productivity and retain them. Work-life balance is key driver of employees' satisfaction.

Ram & Gantasala (2011) investigated the antecedents and consequences of employee engagement in Jordanian Industry. Bhatla (2011) focused on the need for such employees and how their presence can improve the

progress and work efficiency of the organization as a whole .Also focused on the challenges faced by the HR managers to improve employee engagement for an organization's survival.

Shashi (2011) reinforced the importance of employee communication on the success of a business. She revealed that an organization should realize the importance of employees, more than any other variable, as the most powerful contributor to an organization's competitive position. Bijaya Kumar Sundaray (2011) focused on various factors which lead to employee engagement and what should company do to make the employees engaged. Proper attention on engagement strategies will increase the organizational effectiveness in terms of higher productivity, profits, quality, customer satisfaction, employee retention and increased adaptability.

Siddhanta & Roy (2012) explored implications for theory, further research and practices by synthesizing modern 'Employee Engagement' activities being practiced by the corporate with the review of findings from previous researches / surveys. Singh & Shukla (2012) tried to find out what variables are significant to create an engaged workforce. The study was exploratory in nature and the data has been collected from a tin manufacturing organization.

OBJECTIVES OF THE STUDY

- To check the effectiveness of employee engagement activities at service sectors
- To study organization's strengths and find the areas for improvement regarding employee engagement activities
- To know areas of focus in the organization to generate higher levels of performance
- To identify key drivers of employee satisfaction

SCOPE OF THE STUDY

- To find out the problem areas in employee satisfaction of service sectors
- To highlight the areas for improvement in order to employee performance and satisfaction level
- To know organization's capacity to manage employee engagement activities

PURPOSE OF THE STUDY

- To improve the overall organizational effectiveness through employee engagement programs
- To study the level of employee engagement at service sectors
- To understand and identify the problematic areas and make plans and take actions towards improvement
- To retain employees and also to increase their level of performance

RESIGN DESIGN:

The research design followed for this research work is explorative study which was used initially to understand the effectiveness of employee engagement activities, latter descriptive study was used to understand the specific issues and the causes related to the same. This was taken into account through questionnaires.

SAMPLE DESIGN AND SAMPLE SIZE:

In this research work Judgemental Sampling method is used. It is a non-probability sampling technique where the researcher selects units to be sampled based on their knowledge and professional judgment. The sample population comprises of all the employees working at different service sectors in NCR. Though the questionnaire was administered to 105 employees, 75 questionnaires were received. However, due to incomplete response, only 50 questionnaires were used for analysing the data. Hence, 50 employees are taken as the sample size for data analysis.

TOOLS OF PRIMARY DATA

Questionnaire and interview method is used for carrying out the study. For data analysis following tools is used Chi Square test;

➤ **ANALYSIS THE SIGNIFICANCE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT VARIABLES AND GENDER OF EMPLOYEES**

CONFIDENCE LEVEL= 95% LEVEL OF SIGNIFICANCE= 5% (I.E. = 0.05)

Sl.no	Variables	Q.no.1	X ²	P-value	Testing	Results
1	Treated with respect	I	1.5184	0.6780	a<p	Ho Accepted
2	Empower to take necessary decisions	II	0.5588	0.9058	a<p	Ho Accepted
3	Recommended people to join at your work place	III	3.7407	0.4422	a<p	Ho Accepted
4	Proud to be associated with the job	IV	0.4662	0.9263	a<p	Ho Accepted
5	Recognized for the contribution I made	V	4.9905	0.1725	a<p	Ho Accepted
6	Suggestion are given importance	VI	2.9377	0.2302	a<p	Ho Accepted
7	There is an open and honest communication	VII	2.7665	0.5976	a<p	Ho Accepted
8	Aware whom to contact in query	VIII	1.8190	0.6108	a<p	Ho Accepted
9	Superior will revert in case of query	IX	1.3530	0.7166	a<p	Ho Accepted
10	I know the goals	X	8.6463	0.0344	a>p	H1 Accepted
11	Satisfied with the work environment	XI	0.5125	0.9161	a<p	Ho Accepted
12	Opportunities to grow	XII	3.1580	0.5317	a<p	Ho Accepted
13	Proud to tell people that I work here	XIII	0.6050	0.7390	a<p	Ho Accepted

➤ **ANALYSIS THE SIGNIFICANCE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT VARIABLES AND AGE OF EMPLOYEES**

CONFIDENCE LEVEL= 95% LEVEL OF SIGNIFICANCE= 5% (I.E. = 0.05)

Sl.no	Variables	Q no.1	X ²	P-value	Testing	Results
1	Treated with respect	I	4.1358	0.6583	a<p	Ho Accepted
2	Empower to take necessary decisions	II	3.8795	0.6930	a<p	Ho Accepted
3	Recommended people to join at your work place	III	1.9180	0.9834	a<p	Ho Accepted
4	Proud to be associated with the job	IV	11.1728	0.0832	a<p	Ho Accepted
5	Recognized for the contribution I made	V	4.7010	0.5827	a<p	Ho Accepted

6	Suggestion are given importance	VI	7.2490	0.1233	a<p	Ho Accepted
7	There is an open and honest communication	VII	7.0029	0.5363	a<p	Ho Accepted
8	Aware whom to contact in query	VIII	3.0357	0.8044	a<p	Ho Accepted
9	Superior will revert in case of query	IX	5.4428	0.4884	a<p	Ho Accepted
10	I know the goals	X	5.5459	0.4759	a<p	Ho Accepted
11	Satisfied with the work environment	XI	6.0670	0.4157	a<p	Ho Accepted
12	Opportunities to grow	XII	6.4092	0.6015	a<p	Ho Accepted
13	Proud to tell people that I work here	XIII	4.5032	0.3422	a<p	Ho Accepted

➤ **ANALYSIS THE SIGNIFICANCE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT VARIABLES AND MARITAL STATUS OF EMPLOYEES**

CONFIDENCE LEVEL= 95% LEVEL OF SIGNIFICANCE= 5% (I.E. A = 0.05)

Sl.no	Variables	Q.no.1	X ²	P-value	Testing	Results
1	Treated with respect	I	0.9080	0.8235	a<p	Ho accepted
2	Empower to take necessary decisions	II	4.5489	0.2080	a<p	Ho accepted
3	Recommended people to join at your work place	III	2.7452	0.6013	a<p	Ho accepted
4	Proud to be associated with the job	IV	6.7789	0.0793	a<p	Ho accepted
5	Recognized for the contribution I made	V	4.4357	0.2181	a<p	Ho accepted
6	Suggestion are given importance	VI	7.3310	0.0256	a>p	H1 accepted
7	There is an open and honest communication	VII	3.1740	0.5291	a<p	Ho accepted
8	Aware whom to contact in query	VIII	2.6254	0.4531	a<p	Ho accepted
9	Superior will revert in case of query	IX	2.1576	0.5404	a<p	Ho accepted
10	I know the goals	X	5.8131	0.1211	a<p	Ho accepted
11	Satisfied with the work environment	XI	5.7166	0.1262	a<p	Ho accepted
12	Opportunities to grow	XII	4.2213	0.3769	a<p	Ho accepted
13	Proud to tell people that I work here	XIII	0.6578	0.7197	a<p	Ho accepted

➤ **ANALYSIS THE SIGNIFICANCE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT VARIABLES AND DESIGNATION OF EMPLOYEES**

CONFIDENCE LEVEL= 95% LEVEL OF SIGNIFICANCE= 5% (I.E. = 0.05)

Sl.no	Variables	Q. no.1	X ²	P-value	Testing	Results
1	Treated with respect	I	3.8452	0.6976	a<p	Ho Accepted
2	Empower to take necessary	II	3.6631	0.7222	a<p	Ho Accepted

	decisions					
3	Recommended people to join at your work place	III	5.8003	0.6696	a<p	Ho Accepted
4	Proud to be associated with the job	IV	7.0087	0.3200	a<p	Ho Accepted
5	Recognized for the contribution I made	V	13.3899	0.0372	a>p	H1 Accepted
6	Suggestion are given importance	VI	7.2537	0.1231	a<p	Ho Accepted
7	There is an open and honest communication	VII	11.9822	0.1520	a<p	Ho Accepted
8	Aware whom to contact in query	VIII	9.4671	0.1490	a<p	Ho Accepted
9	Superior will revert in case of query	IX	4.7926	0.5707	a<p	Ho Accepted
10	I know the goals o	X	4.5604	0.6013	a<p	Ho Accepted
11	Satisfied with the work environment	XI	1.5422	0.9566	a<p	Ho Accepted
12	Opportunities to grow	XII	7.7895	0.4543	a<p	Ho Accepted
13	Proud to tell people that I work here	XIII	3.9487	0.4130	a<p	Ho Accepted

CONCLUSION

- Employee Engagement is the buzz word term for employee communication. It is a positive attitude held by the employees towards the organization and its values.
- It is rapidly gaining popularity, use and importance in the workplace and impacts organizations in many ways.
- Employee engagement emphasizes the importance of employee communication on the success of a business.
- An organization should thus recognize employees, more than any other variable, as powerful contributors to a company's competitive position.
- Therefore employee engagement should be a continuous process of learning, improvement, measurement and action.
- We would hence conclude that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavor.

RECOMMENDATIONS

- The outcome of the study illustrates that service sector employees are engaged, but there is still a scope for improvement of its employee engagement practices.
- Management must be able to develop a sense of community and ensure favorable behaviors are displayed, such as trusting employees by giving them autonomy to make their own decisions.
- Organizations that wish to improve employee engagement should focus on employees' perceptions of the support they receive from their organization. Organizations which conduct surveys and suggestion programmes, for example, address employees' needs and concerns and those which offer flexible

working arrangements, for example, demonstrate caring and support; all of which may cause employees to reciprocate with higher levels of engagement.

- Engagement needs to be viewed as a broad organizational strategy that involves all levels of the organization which require the contribution and involvement of organizational members as well as consistent, continuous and clear communications.
- A weekly/monthly newsletter can be set up in which employees can volunteer. In this way, employees can be asked to write short stories, jokes, poems & share their interesting experiences. This can also be published on the notice boards or can be promoted online (internal). Best articles can be awarded.
- To keep the enthusiasm levels high different activities can be organized:
 - New employee introduction
 - Employee of the Month
 - Games - Outdoor Sports (Cricket, football, volleyball) and Indoor games (carom, chess, badminton, T.T)
 - Teambuilding games
 - Stress relieving exercises and Meditation
 - Traditional Day
 - Bay/Cubicle decoration competitions
 - Quiz competitions

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