

EMPIRICAL STUDY ON EMPLOYEE ENGAGEMENT IN RAX TECH INTERNATIONAL

J. Bhavani

Department of Management Studies, Vellore Institute of Technology, Chennai, India

Abstract

Employee engagement is a multidimensional concept taking in two way interaction between the employers and employees of an organization. Employee engagement is important for any employer which aims to retain its valued employees as an employer's capability to manage employee engagement is related to its ability to achieve enhanced business gains and high level of performance. The research explores the various factors relating to employee engagement. The main objective of the study is to identify the various factors affecting employee engagement and to find out the employee's overall satisfaction in the work place. In this study simple random sampling method is used to collect the data from the employees of Rax Tech International through questionnaires. Primary data source is used in the study. Based on the survey, the various factors affecting employee engagement can be found.

Keywords:

Employee Engagement, Commitment, Involvement, Job Satisfaction

1. INTRODUCTION

Employee engagement is the level of commitment and involvement of an employee towards their organization and its values. Employee engagement is about treating employees as people, not merely as employees. An engaged employee is one who is aware of business context and enthusiastic about their job. An engaged employee works with their colleagues to increase the performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its goals. A number of researchers have claimed that employee engagement predicts profitability, financial gains, enhanced performance, and organizational success. As a matter of fact, employee engagement has emerged as a notable need for businesses.

Attracting, retaining and utilizing talent has become a major challenge for the organizations due to technology advancement, complexity in running a business successfully and scarcity of people with exceptional skills. In the changed business scenario, the organizations can become world class through people as creators of assets. It is Employee engagement assumes significance as a way of managing people in organizations because engaged employees deliver high quality/committed service. The present study is an attempt to assess the drivers for employee engagement and the practices which the organizations should adopt to engage their employees.

The concept of employee engagement is in existence since 1990, when the term was used for the first time. The term earned importance from the year 2000 onwards. A great deal of interest has been shown in Employee Engagement in recent years. Understanding the fact that an organization can gain competitive

advantage through people facilitated the concept to gain popularity.

An engaged employee puts his best effort into his work in the form of time, brainpower, and energy, above and beyond what is considered adequate. An engaged employee has a desire and commitment to always doing the best job. They grip any task with energy and enthusiasm. They bring fresh ideas, infuse their teams with their own engagement and are less likely to seek opportunities to work elsewhere. They believe in the purpose of their organization and demonstrate that belief through their actions and attitudes.

2. REVIEW OF LITERATURE

Gupta and Chowdhury [9] conceptually reveals the various strategies adopted by firms in employee engagement. The organizations are adopting various types of strategies like talent management, open communication, employee retention practices in engaging the employees. The organization effectiveness can be achieved through employee engagement and it has been proved by various studies.

Kumar and Pansari [6] conducted a qualitative research and interviewed more than 200 HR (Human Resources) managers from 52 companies to examine how employee engagement is practiced in their business workplace. Some HR managers realized that the employee engagement rate in their companies was high, however, most of the employees left within two years, became less productive and eventually affected the valuable clients. The companies had been investing considerable amounts of money in training and employee development, but this situation gradually turned into a big problem and challenge.

Sharma and Gangwani [12] made a deep study of the topic signifies that the organizations need to re-think what the exactly mean by employee engagement, and why it matters to them and how can they successfully embed it. For this expending purposeful effort that help managers better understand their role in inspiring engagement and equipping them with the skills to be more effective people managers, particularly in terms of the communications they have and the relationships they build, will produce much deeper impact rather than spending vast sums of money on over-simplistic surveys and measurement or over complex initiatives. So it is the responsibility for all the company managements to enhance their ability to create an environment so as to inspire and lead the employees for achieving highest level of employee engagement so as to achieve the organizational goal.

Men and Jiang [19] notes that although studies have revealed significant effects of authentic leadership on employee engagement, these effects are usually mediated by factors such as employee-organization relationships, internal reputation, and transparent communication. Castellano notes that employees

react positively to five core dimensions: skill variety, task identity, task significance, autonomy and feedback. Roof [10] on the previously unexplored relationship between spirituality and engagement showed that spirituality had both a positive and significant correlation with engagement.

The person-organization-fit, defined as “congruence between the norms and values of organizations and the values of persons” [14] indicated a positive contribution to employee engagement.

Sanneh and Taj [7] studied on a healthy work environment, both physical and emotional, will motivate employees to engage at work. Team and co-worker relationships have virtually little or no correlation with engagement but there is a strong correlation between workplace wellbeing and engagement.

Joyner [4] recommends when focusing on developing employees that organizations should try integrating development into the daily work tasks as opposed to a more traditional classroom approach. Development done this way may lead to more success in long-term behavior change and be more effective in acquiring new knowledge. Newes found that effects of positive relationships at work confirmed existing findings that there is a strong correlation on employee satisfaction and engagement with employees who have positive relationships in the work place.

Hansen et al. [3] studied the relationship between interpersonal leadership and engagement and found that interpersonal leadership is positively associated with employee engagement.

Anitha [1] states that rewards and recognition of both formal and informal varieties are significant factors in employee engagement. Schaufeli et al. [11] states that when employees receive particular resources from their organization (e.g., decent pay, recognition, and opportunities of development) they tend to respond in kind and repay the organization.

Liao et al. [8] state an organization can also increase POS by making sure the employees are informed about all the policies and benefits that support their well-being.

The concept of religiosity in a Muslims dominated country the researcher intend to study the same variable in a context where Muslims are not dominant to see whether it still affect employee engagement positively.

The group of “engaged” employees are highly committed to the organization, show a passion, and drive in their work [13]. They strive for excellence in their roles [1]. As employee engagement has typically been investigated at the job level, there is a robust evidence base demonstrating the relationship with a range of positive outcomes. Benefits include; enhanced job satisfaction [15], improved job performance [2] [16] and reduced levels of intention to quit [15] [18]. Karatepe [5] suggests that training and empowerment lead to high performance work practices through greater employee engagement.

3. RESEARCH METHODODLOGY

A research design is a set of methods and procedures used in collecting and analyzing measures of the variables specified in the research problem. The research design undertaken in this study is descriptive in nature, since it provides a description of the state of

affairs as in the organization. Simple random sampling technique is followed to carry on the study. The samples are collected using primary data through questionnaire method. The sample is collected from the employees of different department in Rax-Tech International. The total population is 160. The sample size taken for this study is 106. The study was undertaken for 3 months. The data for the study have been collected during the period.

4. DATA ANALYSIS

The Table.1 reveals that 5.66% of employees strongly agree that they were extremely satisfied with their job, 65.09% of the employees are agree to this statement and 29.25% of employees have no opinion to this statement.

Table.1. Overall satisfaction level of employees

Overall satisfaction level	No. of respondents	Percentage
Strongly agree	6	6
Agree	69	65
No opinion	31	29
Disagree	0	0
Strongly disagree	0	0
Total	106	100

Sources: Primary Data

4.1 ANOVA

Null Hypothesis (H₀): There is no significant difference between the experience and the employee’s perception about receiving recognition or praise for doing good work

Table.2. Analysis of difference between the experience and the employee’s perception about receiving recognition or praise for doing good work

Variables	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	19.305	4	4.826	9.364	.000
Within Groups	52.054	101	.515		
Total	71.358	105			

Source: Primary Data

From Table.2, ANOVA Test applied to find out the difference between employee’s experience and receiving recognition or praise for doing good work. From the test it is inferred that the significant level (.000) which is less than 0.05, hence accept the alternative hypothesis and reject null hypothesis.

4.2 INDEPENDENT T-TEST

Null Hypothesis (H₀): There is no significant difference between the gender and the good place to work.

From Table.3, since .001 < 0.05, we accept the alternate hypothesis and conclude that there is significant difference between gender and good place to work.

Table.3. Difference between the gender and the good place to work

		Levene's Test for Equality of variances		t-test for Equality of means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean difference	Std. Error difference	95% confidence interval of the difference	
									Lower	upper
Expected Job	Equal Variance assumed	12.480	.001	-1.7	118	.092	-.295	.174	-.639	.049
	Equal Variance not assumed			-1.676	95.116	.097	-.295	.176	-.645	.055

Source: Primary Data

4.3 CHI- SQUARE TEST

Null Hypothesis (H_0): There is no significant association between employee's perception about supervisor's help and care

Table.4. Association between employee's perception about supervisor's help and supervisor's care

Tests	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	40.875 ^a	4	.000
Likelihood Ratio	30.434	4	.000
Linear-by-Linear Association	23.243	1	.000
N of Valid Cases	106		

Source: Primary Data

Chi-Square Test applied on Table.4 finds out the association between employee's perception about supervisor's help and supervisor's care. From the test it is inferred that the significant level (.000) which is less than 0.05, accept alternative hypothesis and reject null hypothesis.

Null hypothesis (H_0): There is no significant association between the best performance and recognition.

Table.5. Significant association between the best performance and recognition

Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	98.179 ^a	9	.000
Likelihood Ratio	87.220	9	.000
Linear-by-Linear Association	30.591	1	.000
N of Valid Cases	110		
a. 9 cells (56.3%) have expected count less than 5. The minimum expected count is 1.24.			

Source: Primary Data

From Table.5, since the significance level is lesser than 0.05, we accept the alternate hypothesis and hence there is relationship between the best performance and recognition.

5. CONCLUSIONS

Employee engagement is emerging as an important HR concept. It is soon going to become one of the prime HR function. Based on this thoughtful study it has concluded that employee engagement is related to employee's attitude, how they feel about their jobs and the organization they are working with. Also it is about the commitment or the emotional attachment which an employee shares with the organization. And the commitment is a result of satisfaction which the staff gets from the overall functionality of an organization including good working condition, good leaders, reasonable benefits, necessary training, role and goal clarity, clear and accessible policies. Engaged employees are more satisfied and are more likely to stay with their organization as a result of that commitment. Employee engagement leads to meaningful business outcomes. Engaged employees enable successful implementation of business strategies, they fuel higher levels of business performance. Fully engaged workforce is loyal, and will align their efforts with organizational goals to remain in competition.

REFERENCES

- [1] J. Anitha, "Determinants of Employee Engagement and their Impact on Employee Performance", *International Journal of Productivity and Performance Management*, Vol. 63, No. 3, pp. 308-323, 2014.
- [2] A.B. Bakker, E. Demerouti and L.L. Brummelhuis, "Work Engagement, Performance, and Active Learning: The Role", *Journal of Vocational Behavior*, Vol. 80, No. 2, pp. 555-564, 2011.
- [3] A. Hansen, Z. Byrne and C. Kiersch, "How Interpersonal Leadership Relates to Employee Engagement", *Journal of Managerial Psychology*, Vol. 29, No. 8, pp. 953-972, 2014.
- [4] F.F. Joyner, "Bridging the Knowing/Doing Gap to Create High Engagement Work Cultures", *Journal of Applied Business Research*, Vol. 31, No. 3, pp. 1131-1148, 2015.
- [5] O.M. Karatepe, "High-Performance Work Practices and Hotel Employee Performance: The Mediation of Work Engagement", *International Journal of Hospitality Management*, Vol. 32, pp. 132-140, 2013.
- [6] V. Kumar and A. Pansari, "Measuring the Benefits of Employee Engagement", *MIT Sloan Management Review*, Vol. 56, No. 4, pp. 66-73, 2015.
- [7] Lamin Sanneh and Saud A. Taj, "Employee Engagement in the Public Sector: A Case Study of Western Africa",

- International Journal of Human Resource Studies*, Vol. 5, No. 3, pp. 1-14, 2015.
- [8] F.Y. Liao, Y. Liu-Qin, M. Wang, D. Drown and J. Shi, "Team-Member Exchange and Work Engagement: Does Personality Make a Difference?", *Journal of Business and Psychology*, Vol. 28, No. 1, pp. 63-77, 2013.
- [9] Naveen Gupta and Jivan Kumar Chowdhury, "An Overview of Employee Engagement on Performance: A Literature Review", *Impact: International Journal of Research in Business Management*, Vol. 6, No. 4, pp. 53-64, 2018.
- [10] R.A. Roof, "The Association of Individual Spirituality on Employee Engagement: The Spirit at Work", *Journal of Business Ethics*, Vol. 130, No. 3, pp. 585-599, 2015.
- [11] W.B. Schaufeli, T.W. Taris and W. Van Rhenen, "Work Alcoholism, Burnout, and Work Engagement: Three of a Kind or Three Different kinds of Employee Well-Being?", *Applied Psychology: An International Review*, Vol. 57, No. 2, pp. 173-203, 2008.
- [12] Shweta Sharma and Sanjeevni Gangwani, "Effectiveness of Employee Engagement in Organizations: An Overview", *International Journal of Research in IT and Management*, Vol. 6, No. 11, pp. 1-12, 2016.
- [13] S. Sorenson and K. Garman, "How to Tackle U.S. Employees Stagnating Engagement", Available at: <https://news.gallup.com/businessjournal/162953/tackle-employees-stagnating-engagement.aspx>
- [14] Z.M. Unal and T. Turgut, "The Buzzword: Employee Engagement. Does Person-Organization Fit Contribute to Employee Engagement?", *Iranian Journal of Management Studies*, Vol. 8, No. 2, pp. 157-179, 2015.
- [15] A.M. Saks, "Antecedents and Consequences of Employee Engagement", *Journal of Organizational Effectiveness: People and Performance*, Vol. 6, No. 1, pp. 19-38, 2019.
- [16] B.L. Rich, J.A. Lepine and E.R. Crawford, "Job Engagement: Antecedents and Effects on Job Performance", *Academy of Management Journal*, Vol. 53, No. 3, pp. 1-13, 2010.
- [17] D. Xanthopoulou, A.B. Bakker, E. Demerouti and W.B. Schaufeli, "The Role of Personal Resources in the Job Demands-Resources Model", *International Journal of Stress Management*, Vol. 14, No. 2, pp. 121-141, 2007.
- [18] Z.Y. Yalabik, P. Popaitoon, J.A. Chowne and B.A. Rayton, "Work Engagement as a Mediator between Employee Attitudes and Outcomes", *The International Journal of Human Resource Management*, Vol. 24, No. 14, pp. 2799-2823, 2013.
- [19] R.L. Men and H. Jiang, "Creating an Engaged Workforce: The Impact of Authentic Leadership, Transparent Organizational Communication and Work Life Enrichment", *Communication Research*, Vol. 42, No. 5, pp. 1-19, 2015