

# A STUDY ON EMPLOYEE ENGAGEMENT AND ITS IMPACT ON EMPLOYEE BEHAVIOUR AT NARAYANKHED DEPOT

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## **Abstract:**

*The organization mainly works with four resources called 4 Ms, namely Money, Manpower, Machine and Materials. Here everyone should accept that man power plays a very magnificent role in an organizational success. Unless and until an organization is having efficient employees it cannot sustain in the market for the longer time period. As organizational sustainability mainly depends up on the ability of its employees in creation of goods or services, the employee job satisfaction can be made effective from the better rewards, incentives and other benefits provided by the organization. The employee job satisfaction depends upon the sufficient return for their efforts which includes salaries, incentives, holidays, payment on leave, HRA, DA, Health schemes, safety and security provided by the organization.*

## **Keywords:**

*Organizational Sustainability, Goods Services, Employee Engagement*

## **1. INTRODUCTION**

Human resource management has been proposed as one of the core drivers of the modernization of the public sector, especially with reference to the changing nature of people management. There has been ongoing intellectual discussion or debates about the importance of Human Resource Management as set in industrial workplaces. While traditionally, some employers and even employees would view HR as the systematizing or policing arm of the executive management; this is fairly a small percentage of what HR stands for in any organization. People who have this notion see HR staff as mere gatekeepers and have no to little interest regarding employee issues. The team building efforts don't end with just conducting a few team engagement games or activities. The real impact, In fact, begins after the games when the employees are back to the deck. Monitor the changes happening in the team. Creating a measurement technique is highly important here. Human resources management is the management of employee's skills, knowledge, talents, attitudes, creative abilities etc.

Here the leadership establishes objective criteria for the outputs of the organization's goal-setting processes. Then they hold people accountable not only for stating goals against those criteria but also for producing the desired results. As according to the theoretical data many statements given a summary about HR Interventions but the study is about employee engagement and their behavior responsiveness.

### **1.1 DEFINITION**

“Employee engagement is a property of the relationship between an organization and its employees. An “engaged employee” is one who is fully absorbed by and enthusiastic about

their work and so takes positive action to further the organization's reputation and interests.

Employee engagement is actually the level of enthusiasm and dedication an employee feels toward his or her job. To these engaged employees, it is far more than a pay cheque - it is the eagerness towards their task that makes them passionate in their work, and this passion is often reflected in their individual outcomes. An engaged employee cares about their work and about the performance of the company, and they want to feel that their efforts could make a difference. It is generally seen as an internal state of mind; physically, mentally and emotionally that binds together the work effort, commitment and satisfaction in an employee.

The transportation industry has been hit hard over the past few years and still continues to climb from the recession. During the recession, issues such as retaining drivers, driver safety, and fuel prices were forefront issues of every transportation company in India. Now that the economy has begun to turnaround, and the industry realizes that there is potential for an epic transportation comeback, logistics companies have to get creative in how they recruit, retain, train, and compensate drivers that no longer want to be over the road. When compared to APSRTC, the TSRTC has a shortage of funds, trained human, well-conditioned equipment, technical analyzers, in solving the technical issues like mechanism etc. In overcoming these issues the TSRTC should take necessary precautions in raising the human capital.

The most successful Bus driver and conductors recognition programs that are administered based, not only on safety but on effective behavior and culture change to increase Bus driver engagement. While driver safety is always in the pole position, transportation companies that use proactive measurements tend to have the best outcomes. Examples we have seen include:

- Mentoring programs: Voluntary mentoring of new and incoming drivers
- Participating in training, both in-person
- Maintaining bus appearance and pre-trip and post-trip inspections
- Defensive driving courses

There are two primary factors that drive employee engagement. Engagement with the Organization measures how engaged employees are with the organization as a whole, and by extension, how they feel about senior management. This factor has to do with confidence in organizational leadership as well as trust, fairness, values, and respect i.e. how people like to be treated by others, both at work and outside of work. The transportation industry faces many challenges on a daily basis, but one of their biggest lies in employee turnover. While turnover impacts every industry, none feel its effects quite as much as those in transportation.

## 1.2 STATEMENT OF THE PROBLEM

In this day to day changes the new private transportation system are giving tough competition in engaging the employee at work station. Some employees are motivated to salary, and some were at job security every employee has his own decision as per to job satisfaction. The job satisfaction comes through fulfilling the employee needs and providing the hygiene factors like remuneration and benefits, job security, relationships with peers, subordinates and seniors, HR regulations and process etc. The present study is about employee engagement and their responsive behavior towards to customer needs, where the TSRTC is one of the corporations which is mere friendly in transporting the human from one end to other in this connection employee behavior is very important subject where as something distinct and new waiting for exploration. This study is about clear the confusion on how, if at all, employee engagement is different from similar other studies. The important question is that, what is the additional benefit an organization will get with hold on to highly engaged employees? Is there any divergence between employee engagement and other happiness surveys what organizations are generally conducting? In addition to, how the measurement of employee engagement is going to add value in humanizing of work performance.

## 2. NEED OF THE STUDY

Many researchers discussed about employee engagement and find out the importance and need of employee engagement in their respective studies. Here the contribution of research states about what is role of employee after engagement? When organizations focus on how to develop employee satisfaction? The dynamic changes will reflect on the behavior of an employee after engagement in the organization. Oftentimes, the conditions that make employees feel happy with their jobs. Employee engagement can be precisely measured with short surveys that contain just a few questions, but such short surveys can only provide a clue that whether employees are engaged and satisfied. Employee engagement also impacts other key metrics by lowering absenteeism, increasing productivity and efficiency, and boosting profits.

## 3. REVIEW OF LITERATURE

Despite all of this interest there is evidence of an overall decline in employee engagement, suggesting that there is still much we do not yet understand about how organizations can encourage and sustain high levels of commitment [1]. Indeed, in [2], the authors reported that as much as 50% of the American work force merely shows up at work to do only what is expected of them, but are not willing to contribute more and thus are not considered busy in their work. Here therefore remarks that there is an unused potential that must be addressed through further research. Extending this in [3] and [4] insist that the engagement literature must start to focus far more on the work framework in order to truly understand how and why employees are, or are not, engaged. Specifically, most follow a line of investigation on employee engagement has been conducted in private or manufacturing companies (see e.g. [5] [6]), or the research has

been conducted on a broad level without specific attention to the impact of different occupational settings (see e.g. [7] [8]).

For this reason, the question has been raised as to whether models of employee engagement will be manageable across contexts, and in particular whether the methods used to support employee engagement in the private sector are pertinent in the public sector [9] [10]. Employee engagement has become a fashionable topic in recent years, beginning with considerable interest on the part of practitioners [11] before gaining notice of academics (see e.g. [12]). Kahn first introduced the conception in 1990, and since then a growing body of evidence has supported the relation between an engaged labor force and various organizational gains. For example, research suggests that engaged employees are more willing to “go the extra mile” often because they invest more of themselves in the job and find meaning and test in it. Further, engaged employees emerge to have a more trusting and faithful relationship to the organization, are inclined to help contemporaries, and are more passionate about their work.

## 4. RESEARCH METHODOLOGY

Research methodology comprises a number of substitute approaches and inter-related and frequently overlaps events and practices. Since there are many aspects of research methodology, the line of action has to be chosen from a multiplicity of alternatives the choice of suitable method can be arrived at through the objective assessed and evaluation of various competing alternatives.

A research design is the basic plan, which guides the data collection and analyses the phases of the research project. The research drawing of the present study is mainly “Descriptive” in nature as the main purpose of the study was to discover nature and extent of descent employee engagement.

### 4.1 DATA COLLECTION METHODS

To carry out the objectives, the researcher has used together primary and secondary data. The secondary data and information have been collected from various sources like business newspapers, journals, magazines, TSRTC Website and publications etc. Primary data has been collected through prearranged questionnaire from the employees of TSRTC with reference to Narayankhed depot, Ranga Reddy district.

### 4.2 SAMPLE DESIGN

For the function of the study, the selected employees were chosen as according to their convenience so the study is carried through convent sampling. The sample units are available, easy to calculate and cooperative. The researcher personally contacted 100 employees of TSRTC with reference to Narayanked depot, district in Ranga Reddy from Telegana state region. The respondents were appraised about the intention of the study and request was made to them to fill up the questionnaire with correct and unbiased information.

### 4.3 OBJECTIVES

- To identify the various HR Interventions in TSRTC with reference to Narayanked depot, dist.
- To study the value of employee engagement at TSRTC

- To determine the level of employee satisfaction at Narayanked depot.
- To evaluate the factors causing to the employee dissatisfaction.

### 5. HYPOTHESIS TEST

*H<sub>0</sub>*: There is no significant relation between the designations and employee engagement.

*H<sub>1</sub>*: There is a significant relation between the designations and employee engagement.

*H<sub>0</sub>*: There is no significant relation between experience and pay structures.

*H<sub>1</sub>*: There is a significant relation between experience and pay structures.

### 6. DATA ANALYSIS

The descriptive analysis in Table.1 states many findings of the study about Clean and safe office working environment with a mean value 2.86, Organization is also providing adequate infrastructure facilities such as office equipment and its accessories to its employees. The 6% of employees who carry 8-14 years of services results that strengths are very low when compared to others. 2.83 majorities of the employees accept about work life balance. The support of superiors to the employees is satisfactory with a highest mean value 2.93 out of 4.51% of employees of TSRTC with reference to Narayanked depot, dist feel that management encourages in developing improvements for the better work progress. The communication system is not much interactive for the employees in supportive to the employee engagement.

Table.1. Descriptive Analysis

S. No	Variables	N	Mean	Std. Deviation
a	Designation	100	1.78	1.001
b	Department	100	2.74	.836
c	Qualification	100	1.38	.708
d	Experience	100	2.56	1.336
1	Neat & Clean	100	2.68	.634
2	Working culture	100	2.83	.570
3	Flexibility	100	2.73	.664
4	change in work place	100	1.56	.903
5	Superior support	100	2.97	.611
6	Superior feed back	100	2.93	.655
7	Department contribution	100	3.12	.608
8	Suggestions	100	3.23	.737
9	Adequately informed	100	2.56	.641
10	Communication flow	100	2.54	.610
11	Improvement work	100	3.36	.894
12	Decision making	100	2.11	.963
13	Union/Association support	100	2.03	.926

14	Information from other department	100	1.46	.501
15	Recognition	100	2.52	.689
16	Feedback on performance	100	2.57	.685
17	Pay Structure	100	4.17	.587
18	Promotion policy	100	2.56	.608
19	Satisfy with promotional policy	100	1.47	.502
20	Adequate training	100	2.38	.814
21	Training helps	100	3.06	.886
22	I am proud to be in TSRTC	100	3.25	.657
23	Loyalty	100	3.02	.531
24	Employee relation to organization	100	2.16	.896
25	Employee satisfaction	100	1.20	.402
26	Acceptance of different task	100	1.15	.411
27	Overload work	100	1.90	.798
28	My organization is best	100	2.80	.651
29	Productivity	100	1.81	.918
30	Transfer policy	100	2.29	.608

A 2.11 significant mean describes about the managerial decision-making is less and most of the employees are desired to introduce merit cum seniority promotions. The present transfer policy feels high rate of satisfactory with mean 2.29, Majority of 69% of employees are accepting that the pays and benefits are good. 81% of employees have given positive response about accepting different task and also happy if they are transferred to new place with promotion. 41% of employees express their demands in support of employee union or association. 45% of the employees express that they did not receive adequate training relevant to their Job. 90% of employees are loyal to organization and recommended to others TSRTC with reference to Narayanked depot, R.R dist is the best work place, and it is presumed that all employees in generic nature feel that the new HR interventions influences the productivity.

### 6.1 HYPOTHESIS TEST

*H<sub>0</sub>*: There is no significant relation between the designations and employee engagement.

*H<sub>1</sub>*: There is a significant relation between the designations and employee engagement.

The present study is tested with chi-square, through applying the SPSS Testing tools. Here designation and working condition are the two variables chosen, for cross tabulation.

Table.2. Designations vs. Employee engagement

		Working condition				Total	
		Disagree	Can't Say	Agree	Strongly Agree		
Designation	Employee count	Count	0	8	39	3	50
		Designation	.0%	16.0%	78.0%	6.0%	100.0%
		Total	.0%	8.0%	39.0%	3.0%	50.0%
	Drivers	Count	2	4	25	4	35

	Designation	5.7%	11.4%	71.4%	11.4%	100.0%
	Total	2.0%	4.0%	25.0%	4.0%	35.0%
Conductors	Count	0	2	0	0	2
	Designation	.0%	100.0%	.0%	.0%	100.0%
	Total	.0%	2.0%	.0%	.0%	2.0%
Mechanical and others	Count	0	6	7	0	13
	Designation	.0%	46.2%	53.8%	.0%	100.0%
	Total	.0%	6.0%	7.0%	.0%	13.0%
Total	Count	2	20	71	7	100
	Designation	2.0%	20.0%	71.0%	7.0%	100.0%
	Total	2.0%	20.0%	71.0%	7.0%	100.0%

From the Table.2 employees as drivers are 50%, bus in charge as (conductor), depot mechanics 35%, depot managers 2%, and others 13% were involved in identifying the organizational results about employee engagement and working conditions, satisfaction of working condition states that individual is happy and satisfied where he or she is to be worked. 71% of employees expresses that working conditions are highly satisfied in their organization. According to the above analysis it was observed that out of 35 drivers only 5.7% are not satisfied with the working conditions of the TSRTC with reference to Nankhed depot, R.R district.

Table.3. Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi- Square	20.653 <sup>a</sup>	9	.014
Likelihood Ratio	19.385	9	.022
Linear-by-Linear Association	5.047	1	.025
N of Valid Cases	100		

a. 11 cells (68.8%) have expected count less than 5. The minimum expected count is .04.

Table.4. Symmetric Measures

	Value	Approx. Sig.
Nominal by Phi Nominal	.0454	.014
Cramer's V	.262	.014
N of Valid Cases	100	

The Phi value is 0.0454 which is less than 0.05 significance level of chi square. Hence null hypotheses  $H_0$  is rejected and alternate hypothesis  $H_1$  is accepted. From the result there is a significant relation between designations and employee engagement. The HR interventions may differ from one organization to another but the employee has their own perceptions in accepting the work culture, Majority of the staff are also accepting that the employee engagement in TSRTC with reference to Narayanked depot, R.R district, is good and

encouraging in participating organizational task. The Table.3 shows the discussion about the second hypothesis.

Table.5. Experienced employee vs. Pay Structure

Experience of the Employee		Pay Structure				Total
		Disagree	Can't Say	Agree	Strongly Agree	
0-5 Years	Count	0	2	6	4	12
	Department	.0%	16.7%	50.0%	33.3%	100.0%
	pay	.0%	50.0%	8.7%	16.0%	12.0%
	Total	.0%	2.0%	6.0%	4.0%	12.0%
5-10 Years	Count	0	2	10	3	15
	Department	.0%	13.3%	66.7%	20.0%	100.0%
	pay	.0%	50.0%	14.5%	12.0%	15.0%
	Total	.0%	2.0%	10.0%	3.0%	15.0%
10-15 Years	Count	2	0	42	16	60
	Department	3.3%	.0%	70.0%	26.7%	100.0%
	pay	100.0%	.0%	60.9%	64.0%	60.0%
	Total	2.0%	.0%	42.0%	16.0%	60.0%
15 years and above	Count	0	0	11	2	13
	Department	.0%	.0%	84.6%	15.4%	100.0%
	pay	.0%	.0%	15.9%	8.0%	13.0%
	% of Total	.0%	.0%	11.0%	2.0%	13.0%
Total	Count	2	4	69	25	100
	Department	2.0%	4.0%	69.0%	25.0%	100.0%
	pay	100.0%	100.0%	100.0%	100.0%	100.0%
	Total	2.0%	4.0%	69.0%	25.0%	100.0%

Table.6. Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi- Square	14.472 <sup>a</sup>	9	.107
Likelihood Ratio	14.797	9	.097
Linear-by-Linear Association	.085	1	.771
N of Valid Cases	100		

a. 11 cells (68.8%) have expected count less than 5. The minimum expected count is .24.

Table.7. Directional Measures

		Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.	
Nominal by Nominal	Lambda	Symmetric	.028	.019	1.429	.153
		Department Dependent	.050	.034	1.429	.153
		Pay Structure	.000	.000	.c	.c
	Goodman and	Department Dependent	.056	.009		.052d

Uncertainty Coefficient	Kruskal Tau	Pay Structure	.032	.026		.382d
	Uncertainty Coefficient	Symmetric	.077	.029	2.457	.097e
		Department Dependent	.067	.027	2.457	.097e
		Pay Structure	.091	.032	2.457	.097e

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.
- c. Cannot be computed because the asymptotic standard error equals zero.
- d. Based on chi-square approximation
- e. Likelihood ratio chi-square probability.

Table.8. Symmetric Measures

	Value	Approx. Sig.
Nominal by Phi Nominal	.380	.107
Cramer's V	.220	.107
N of Valid Cases	100	

H<sub>0</sub>: There is no significant relation between experienced employee and pay structures.

H<sub>1</sub>: There is a significant relation between experienced employee and pay structures.

From the Table.3, only 2% of employees of TSRTC with reference to Narayankhed depot, R.R district expressed their opinion as dissatisfactory on pay structures of TSRTC. 83.3% drivers, 86.7% conductors, 96.7% of mechanics 100% other departments accepted that the organization pay structure is good, majority 96% of employees from all unions expressed that TSRTC pay structure is good and satisfactory. According to the hypothesis test the Pearson Chi-square value 14.472 with a degree of freedom 9 the result is 0.107 as approximation significance which is less than 0.05 of chi-square value. So the null hypothesis H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. From this result it is proved that, there is a significant relation between experienced employee and pay structures where HR policies are not harmful to any employees. The pay structure is fair and satisfactory to every employee in the TSRTC.

## 7. CONCLUSION

Hence the present study employee engagement discuss about the employee behavior found that overall 64% of engaged employees feel their work positively affects their physical health. Yet that number drops to 39% among non-engaged employees and down to a mere 24% among employees who are actively disengaged. Likewise, 56% of self-assessed disengaged respondents say their work has a negative effect on their health; the driving is a dangerous job because passengers are the

customers to transport them to safer destinations. The working environment and the condition of buses which gives better satisfaction in accepting the tasks which leads go higher participation in long drives, here the driver has too much risk in awaiting their mind for long journey. Help create a safer working environment for the drivers by offering ongoing education and training. If TSRTC want to create the safest work environment possible, TSRTC need to continually train the team in meeting the organizational needs. The unions from different segments give their first choice to health and safety measurements while in engaging the employee.

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