



## A Study on Employee Engagement level & various Employee Engagement practices carried out by Textile Houses at Surat

Mr. Mehul Mehta

Assistant Professor, S. R. Luthra Institute of Management, M. T. B College Compound, Athwalines, Surat.

### ABSTRACT

*A Skilled & Competent employee can enhance the competitiveness of an organization, but if this employees are not committed or engaged either towards their work or organization than set of skills, knowledge is of no use. The purpose of this research paper is to identify the level of employee's engagement level in textile industry in Surat and also study what practices of employee engagement are carried out by organizations. Research is qualitative in nature. Descriptive research designed was used. Survey of 150 employees working at middle level management were carried out by using Structure Non Disguised questionnaires to elicit information from the respondents. It was found that employee engagement level was high in textile houses. Family get together & Employee of the year were observed as common employee engagement practices carried out by firms. The main causes to employee engagement were fear of superior, lack of incentive schemes and Lack of Self Confidence (Self Efficacy). To overcome these causes company should design incentive schemes such as praise strong performer at the same time company should provide carrier development opportunity to employees and also assign mentor to them.*

**KEYWORDS :** Employee Engagement Level, Engagement Practices

### Introduction

In the era of globalization and in hyper turbulence environment organizations are facing uncertainty and unplanned challenges. To cope up with these kinds of changes, organizations need to adapt continuous changes in their business, processes and practices. Every organization want to acquire some place in the market and this can be achieved by offering best product at lowest price. These can be achieved by reducing the cost, the paradigm shift has been observed from traditional approach to Human Capital Approach where emphasis on Employees & their skills. A recent study by *24/7 Wall Street* suggests that employee engagement has a large impact on organizational success (Frohlich & McIntyre, 2014).

The first published use of the term employee engagement was made by Kahn in 1990, who described it as being different from other employee role constructs such as job involvement, commitment or intrinsic motivation, asserting that it focused on how psychological experiences of work shape the process of people presenting and absenting themselves during task performances (Kahn, 1990). Rudy Karsan and Kevin Kruse refine the definition further to say that it is "the extent to which employees are motivated to contribute to organizational success and are willing to apply discretionary effort to accomplishing tasks important to the achievement of organizational goals" (Karsan & Kruse, 2011).

Employee engagement levels are typically grouped into one of three categories: engaged, not Engaged, and actively disengaged. Employee engagement is a key business driver for organizational success. High levels of employee engagement with in a company promote retention of talent, foster customer loyalty and improve organizational performance. It is also a key link to customer satisfaction, company reputation and overall stakeholder value (Lockwood, 2007).

### Review of Literature

New age organizations are increasingly recognizing the importance of human capital management in organizational development. A key aspect of this human capital management is employee engagement. (Bassi & McMurrer, 2007). 3 dimensions of employee engagement are Vigour, Dedicatio, absorption seem to provide the most precise, valid and comprehensive conceptualization this far. (Kim et al. 2009; Schaufeli & Barker 2004; Shimazu & Schaufeli 20 09; Karatae & Olugbade 2009).

Employee Engagement levels are typically grouped into one of the 3 categories: Engaged, Not engaged, and actively disengaged. (Buckingham 2001). It is argued that individual differences play a vital role in determining an employee's potential level of engagement. (Robinson 2006). Contemporary research has found that family stress and work related stress may be interlinked. (Moore 2004). Employees tend to stay with organizations which are "Talent-Friendly" and progressive. (Towers 2006). The behavior and personal engagement of

line managers has a direct influence on the engagement level of the immediate subordinates (DDI 2005). Salanova, Agut and Perio (2005) identified predisposing factors such as organizational level treatment, social comparison, leadership influence and social influence. Employee Engagement affects productivity, profitability, employee retention and customer services (Zigarmi et al. 2009; Xanthopoulou et al. 2009).

By looking to the current situation, Employee Engagement is crucial aspects of HR. if organization wants to engage their employees towards organization & work than they must care & recognize employees. Factors like social influence, and leadership style may affect the engagement level so company should adopt practice which make employees "self-engaged"

### Research Methodology

For the Study, Descriptive research design was used. Study was re-strained to the Textile units operating at Surat province. 150 employees working at middle level management were selected by using connivance non probability sampling method. The research instrument used were structured non – disguised questionnaire and survey method was used to elicit the information from the respondents by taking personal interview. The main framework covered in the present paper is to identify the engagement level of employees as well as to study the various practices carried out by textile firms to engage their employees.

### Hypothesis

**H<sub>0</sub>:** There is no significance difference between assumed mean and actual mean.

**H<sub>1</sub>:** There is significance difference between assumed mean and actual mean.

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
work expectation	150	1.4867	.50150	.04095
Availability of equipment's	150	2.1000	.90302	.07373
work opportunity	150	1.8267	.79213	.06468
Recognition for good work	150	1.7400	.78090	.06376
Care from supervisor	150	1.7933	.81345	.06642
Encouragement for development	150	1.8133	.74534	.06086
Opinion	150	1.8067	.74812	.06108
job to achieve mission	150	1.9867	.76839	.06274
quality of co-worker	150	2.1067	.83663	.06831
friend at workplace	150	1.8133	.76313	.06231
Work progress	150	1.5733	.55980	.04571
opportunity to develop	150	2.1000	.88044	.07189

	Test Value = 2					
	T	Diff.	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
work expectation	12.537	149	.000	-.51333	-.5942	-.4324
Availability of equipment's	1.356	149	.177	.10000	-.0457	.2457
work opportunity	-2.680	149	.008	-.17333	-.3011	-.0455
Recognition for good work	-4.078	149	.000	-.26000	-.3860	-.1340
Care from supervisor	-3.112	149	.002	-.20667	-.3379	-.0754
Encouragement for development	-3.067	149	.003	-.18667	-.3069	-.0664
Opinion	-3.165	149	.002	-.19333	-.3140	-.0726
job to achieve mission	-.213	149	.832	-.01333	-.1373	.1106
quality of co-worker	1.561	149	.121	.10667	-.0283	.2416
friend at workplace	-2.996	149	.003	-.18667	-.3098	-.0635
Work progress	-9.335	149	.000	-.42667	-.5170	-.3363
opportunity to develop	1.391	149	.166	.10000	-.0421	.2421

Table 1: T Test Table

### Interpretation

From the table, it can be inferred that statement no 1, 4, 5, 6, 7, 10, 11 are having significance value less than 0.05 so  $H_0$  have been rejected for the above statement. So there is a significance association between assumed mean and actual mean for these statements and for rest of other no association found between assumed mean and actual mean.

### Data Analysis

Sr.No	Statements	Mean
1.	Do I know what is expected of me at work?	1.4867
2.	Do I have the materials and equipment's, I need to do my work right?	2.1
3.	At work, do I have the opportunity to do what I do best every day	1.8267
4.	In the last 7 days, have I received recognition for doing good work?	1.74
5.	Does my supervisor or someone at work seem to care about me as a person?	1.7933
6.	Is there someone at work who encourages my development?	1.8133
7.	At work, do my opinions seem to count?	1.8067
8.	Does the mission of my company make me feel my job is important?	1.9867
9.	Are my co-workers committed to do quality work?	2.1067
10.	Do I have best friend at work?	1.8133
11.	In the last 6 months, has someone at work talked to me about my progress?	1.5733
12.	Last year, have I had opportunities at work to learn and grow?	2.1

Table 2: Mean table for Employee Engagement Level

### Interpretation:

The statement number 1, 3,4,5,6,7,8,10,11 is having mean value less than 2, that states that the employees are **strongly agree** to it. So it revealed that Employees are engaged towards their organization and work in textile firms operating in Surat city.



Chart – 1 Employee Engagement Practices carried out by Textile Firms

Above Chart show the various Employee Engagement practices carried out by Textile firms. Family get together is the most preferred practice carried out by majority of the textile firms followed by Best performer award, Recreational activities & Day celebrations.

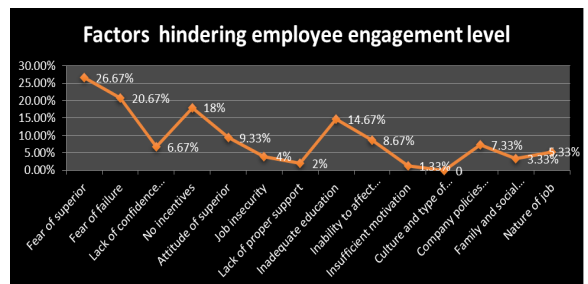


Chart – 2 Factors Hindering Employee Engagement Level

Above Chart show the factors affecting employee engagement level and those are fear of superior, lack of confidence (Self Efficacy), Lack of Incentive Scheme, Fear of failure.

### Findings

In the present study, findings states that Employees are Highly Engaged with an average mean of 1.85. Most preferred practices carried out by textile firms are Family get tighter and Best performer of the year. Fear of Superior and fear of failure are the 2 main factors that affect the employee engagement level in textile industry. The Statistical analysis of data reveal that there is a significance association between assumed mean & actual mean.

## Conclusion

By looking to the current Indian Scenario, Employee Engagement is vital for sustainable organizational growth. The present study reveal that Employees are highly engaged in textile houses operating in Surat city. Most of the firms are doing some or other kind of practices to engaged their employees but Family get together & Employee of the year are the most preferred practices that has been observed in this study. Fear of Superior is the most crucial factor that affects the employee engagement level of the employees. Hence, recommendation to make employee more engaged are company should give carrier development opportunity by assigning them a mentor. At the last, company should also design recognition scheme like Praise strong performer and team performance.

## REFERENCES

1. Bassi, L. & McMurrer, D. (2007). Maximizing Your Return on People. *Harvard Business Review*, March: pp 115 – 23.
2. DDI (2005). Employee engagement: The key to realizing competitive advantage. DDI. Re-trieved from [http:// www.opcuk.com](http://www.opcuk.com), (downloads section), accessed during April 2011.
3. Frohlich, T. C., & McIntyre, D. A. (2014, June 21). America's Worst Companies to Work For. Retrieved from 24/7 Wall St. - Insightful Analysis and Commentary for U.S. and Global Equity Investors.
4. Kahn, W.A. (1990) 'Psychological conditions of personal engagement and disengagement at work; *Academy of Management Journal*, 33, 692–724.
5. Karatepe, O. M. and Olugbade, O. A. 2009. The effects of job and personal resources on hotel employees' work engagement. *International Journal of Hospitality Management*, 28(4), 504-512.
6. Karsan, R., & Krusse, K. (2011). We: How to Increase Performance and Profits through Full Engagement. Hoboken, New Jersey: John Wiley & Sons.
7. Lockwood. (2007). Leveraging Employee Engagement for Competitive Advantage: HRs Strategic Role. *HR Magazine*, 3 (52), 1-11.
8. Moore, K. (2004). The healthy balance among work, family and personal relationships: Fact or fiction. *Proceedings of the APS Psychology of relationships Interest Group 4 Annual conference*, (pp. 79-84).
9. Robinson, I. (2006). *Human Resource Management in Organization*. London: CIPD.
10. Salanova, M., Agut, S., & Peiro, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. *Journal of Applied Psychology*, 90, pp 1217–1227.
11. Towers, P. (2006). Ten steps to creating an engaged workforce. Retrieved from [http://www.towersperrin.com/tp/getwebcachedoc?webc=HRS/GBR/2006/200603/GWS\\_europe.pdf](http://www.towersperrin.com/tp/getwebcachedoc?webc=HRS/GBR/2006/200603/GWS_europe.pdf), accessed during April 2011.
12. Xanthopoulou, D. et al. 2009. Work engagement and financial returns: a diary study on the role of job and personal resources. *Journal of Occupational and Organizational Psychology*, 82(1), 183-200.
13. Zigarmi, D., Nimon, K., Houson, D., Witt, D. and Diehl, J. 2009. Beyond engagement: toward a framework and operational definition for employee work passion. *Human Resource Development Review*, 8(3), 300-326.