



## ANTECEDENTS TO EMPLOYEE ENGAGEMENT-AN EMPIRICAL INVESTIGATION AT RANE ENGINE VALVE LIMITED (REVL)

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### ABSTRACT

Employee Engagement refers to employee's involvement in work and his commitment to the vision, mission and goals of the organization. Both employer and employee have an active role to play in cultivating engagement. Nowadays, the business environment is global and competitive hence simply satisfied and stable employees are not enough to bring necessary business results. Satisfied employees may just meet the work demands, but this will not lead to higher performance. In order to compete effectively, employers need to inspire their employees to apply their full potential and capabilities to their work. Therefore, modern organizations expect their employees to be full of enthusiasm and show initiative at work, they want them to take responsibility for their own development, strive for high quality and performance, be energetic and dedicated to perform their task successfully. The present research proposes to identify the determinants and outcomes of employee engagement in Rane Engine Valve Limited (REVL).

**KEYWORDS :** Employee Engagement, Employee development, Employee performance

### INTRODUCTION

Employee engagement is one of the important topics in human resource management as it is directly related to organizational productivity. It refers to a condition where employees are committed and emotionally attached to their work and it is possible only when the employees have challenging work environment and opportunities to use their creativity and skills. The employees must be assigned challenging assignments as per their interests and skills, so that they devote their maximum time to productive work. An engaged employee is one who is fully involved in, and enthusiastic about his work, and thus will act in a way that furthers his organization's interests. Studies by a number of researchers prove that employee engagement supports organizational performance and success.

### ABOUT RANE ENGINE VALVE LIMITED

Rane Engine Valve Limited is a part of Rane Group of companies involved in the manufacture of valves and valve train components for various engine applications. Incepted in the year 1959, it is one of the oldest engine valve manufacturers with latest manufacturing facilities to pace up with the technological advancements that cater in the auto industry.

### OBJECTIVES

- To explore the Antecedents to Employee Engagement
- To identify and test the influence of Antecedents of Employee Engagement on Gallup's Employee engagement index.
- To build a model of Antecedents and Employee Engagement.

### RESEARCH METHODOLOGY

#### Instrument development and validation

A survey questionnaire was designed to study the impact made by the above identified factors on employee engagement. Thus the instrument measured working environment, Leadership & Planning, Culture and communication, training and career development, Employee's Role in the organisation, Employee's role with Immediate superior, Overall feelings about Employee Experience and Employee Engagement is measured using Gallup's Employee Engagement Index.

The respondents were asked to rate each item on a 5-point Likert scale, ranging from Strongly Agree to Strongly Disagree with regard to the various statements that measured the variables. The instrument was validated using a pilot data of 60 respondents. Reliability of the various factors through the instrument was found to be statistically significant as in Table below

#### Reliability analysis for Antecedents

S.No	Dimensions	Cronbach's alpha value
1	Leadership and Planning	0.78

2	Organisation culture and communication	0.75
3	Employees Role in the organisation	0.77
4	Work environment	0.71
5	Role with Supervisor	0.77
6	Training and Development	0.75
7	Employee Experience	0.77
8	Employee Engagement	0.71

### Sampling and Data collection

As the reliability coefficients were statistically significant, the instrument was used for the main data collection. Descriptive research design was adopted and Census Enumeration was used for the employees at middle managerial level and lower managerial levels at Rane Engine Valve Limited plant 1&3.

About 200 valid responses were collected, consolidated and analyzed using VPLS software. This model is then represented in a path diagram and estimated using a Structural Equation Modeling technique. The co-efficient of determination values that depict the strength and level of influence of the exogenous constructs on the endogenous constructs were found to be highly statistically significant.

### Limitations of the study

- The dimensions other than these 8 dimensions can be also included for the study
- The study focused only on senior and middle level employees of Managers, Engineers and Executive levels which could be also extended to other level of employees in future
- Sample size may not be exact representative of the universe. There is possibility of some error to a limited extent.
- The time period of study can be extended to gain more inputs
- The study can also be extended to other plants of REVL located at various places.

### DATA ANALYSIS AND INTERPRETATION

#### BUILDING A MODEL OF THE ANTECEDENTS OF EMPLOYEE ENGAGEMENT (Path Analysis)

Leadership and planning (LP), Culture and Communication(CC), Role in the organisation(RR), Work Environment(WE), Role with immediate Supervisor(RS), Training and Development(TD) and Employee's feelings about the organisation(EE) with Employee engagement(ENG) are the study constructs used in this study.

1. Leaders at REVL convey their long term strategies clearly to the employees and created a confidence in them about the leadership. Planning is done by the Leaders periodically to obtain the departmental objectives and the leaders are open to their employees and from this the hypothesis can be framed as,

**H<sub>1</sub>: Leadership & Planning has a positive impact which tends to**

**increase the Employee Engagement**

2. The communication mechanism between the superiors and subordinates are not well established and there is a diversity culture where less importance is given to safety and quality and the organisation culture at REVL is of less fun where the employees can work without any stress at some situations. Hence the hypothesis can be framed as,

**H<sub>2</sub>: Culture and Communication has a negative impact which tends to increase the Employee Engagement**

3. Employees were given freedom to make decision making at some situations and they believe that their job is secured and they are valued for what they are doing so they work as a team for the growth of the organisation by having a clear understanding about their job role thus the engagement is positively influenced and the hypothesis can be framed as,

**H<sub>3</sub>: Employee's role in the organisation has a positive impact which tends to increase Employee Engagement**

4. Work conditions at REVL are safe and there is adequate noise control which helps the employee's to focus on their work thus the level of engagement has a positive influence on work environment,\hence the hypothesis can be framed as,

**H<sub>4</sub>: Work environment the organisation has a positive impact which tends to increase Employee Engagement**

5. Employee's maintain a good relationship with their supervisors. The supervisors treat them fairly, acknowledges them when they do a great job and solve their issues in a satisfaction way and maintains an open door policy and thus they positively influences Engagement

**H<sub>5</sub>: Employee's relationship with their supervisors in the organisation has a positive impact which tends to increase Employee Engagement**

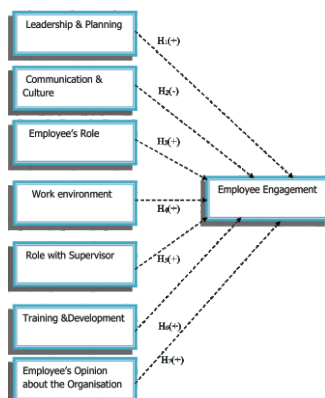
6.Training and development is considered as one of the important aspects which can positively influence the employee engagement and in REVL it is found that the employees were given initial trainings and ongoing trainings and also other technological support to carry out the tasks easily, hence the hypothesis can be framed as,

**H<sub>6</sub>: Training and Development has a positive impact which tends to increase Employee Engagement**

7.Employee's feelings about the organisation includes their career growth, willingness to continue their job at REVL ,working towards the growth of the organisation and thus a positive relationship exists between Employee's feeling about the organisation and Engagement. Hence the hypothesis can be framed as,

**H<sub>7</sub>: Employee's feelings about the organisation has a positive impact which tends to increase Employee Engagement**

**Conceptual framework for impact of antecedents on Employee Engagement**



**Confirmatory factor analysis for the constructs in the study**

CONSTRUCTS	LP	CC	RR	WE	RS	TD	EE	ENG
Leadership & planning	0.6812 0.8362 0.7113 0.6257 0.6699							
Culture and communication		0.6651 0.6608 0.6144 0.6688 0.7836						
Role in the organisation			0.7551 0.7448 0.7412					
Work environment				0.8005 0.6396 0.5722 0.7951				
Role with immediate supervisor					0.7827 0.8721 0.8008			
Training and development						0.7765 0.6764 0.7132		
Employee's feelings about the organisation							0.7689 0.7582 0.5034 0.7326 0.7534	
Employee engagement								0.5951 0.6722 0.5178 0.6326 0.5561 0.6379 0.6469 0.5746 0.5864 0.6246 0.5322 0.5771

From the above table it was found that the Engagement variables on its respective dimensions with the factor loading value Of 0.6 or above and very few variables had a factor loading value between 0.5 and 0.6 therefore it can be seen that the dimensions and the variables under each dimension has been rightly representing the study construct.

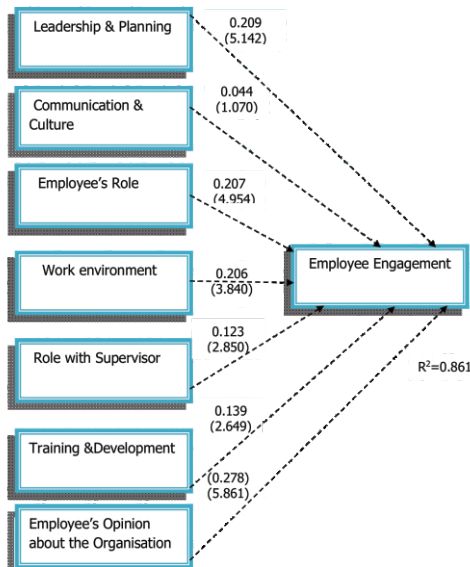
**Measuring the uni-dimensionality of the constructs**

Construct	Composite Reliability	AVE
Leadership & Planning	0.832983	0.5019
Culture & Communication	0.814216	0.4688
Role of the Employee's	0.791183	0.5581
Work Environment	0.798333	0.5023
Relationship with Supervisor	0.842344	0.6405
Training and Development	0.766316	0.5231
Employees feelings about organisation	0.833176	0.5048

The uni-dimensionality of the construct is measured using Visual PLS software. The AVE values for Leadership & Planning is 0.5019, Role of the Employee's is 0.4688, Work Environment is 0.5023, Relationship with Supervisor is 0.6405, Training and Development

is 0.5231, Employee Feelings about organisation is 0.5048, and hence the values are found to be higher than 0.05 which indicates good convergent validity and hence uni-dimensionality exists for all these constructs and they have a positive impact with Employee Engagement. The AVE value for Culture & Communication is 0.4688 and it is found to be less than 0.05 which indicates poor convergent validity and hence no uni-dimensionality for the construct and it has a negative impact with the Employee engagement.

**Model of Antecedents impact on Employee Engagement**



**Structural model boot strap**

Bootstrap is more reliable in estimating the significance of paths .So, this research has considered and used bootstrap for the purpose of determining causal relations proposed in the model. In the bootstrap used in this study is comprising of 200 respondents were taken, The results were examined for significance. At 5% level of significance the cutoff t-statistic is 1.96. In general, it is assumed that if the t-statistics more than two, the path is significant.

**Structural model boot strap**

Hypothesis	Standardize d path coefficient	t-statistics
H <sub>1</sub> Leadership & Planning → Employee Engagement	0.209	5.142
H <sub>2</sub> Culture and Communication → Employee Engagement	0.044	1.070
H <sub>3</sub> Role in the Organisation → Employee Engagement	0.207	4.952
H <sub>4</sub> Work Environment → Employee Engagement	0.206	3.840
H <sub>5</sub> Role with Supervisor → Employee Engagement	0.123	2.850
H <sub>6</sub> Training and Development → Employee Engagement	0.139	2.649
H <sub>7</sub> Employee's experience → Employee Engagement	0.278	5.861

From the above table it is found that the t-value for the constructs are significant as their values are greater than 1.96 and hence the path is found to be significant and the highest path coefficient is for the construct Employee Experience of about 0.278 and the lowest path coefficient is for the construct culture and communication of about 0.044 and also the t-value for Culture and Communication is less than 1.96 and hence the path is not significant. So, REVL should focus on the ways to improve the organisation culture and the flow

of communication between the subordinates and the superiors. A high R<sup>2</sup> value of 0.861 indicates that the study constructs are the major influencers of employee engagement in the organisation. Hence the Antecedents taken in this study are found to be the promoters of Employee Engagement at REVL.

**RESULTS AND DISCUSSION**

From the results of path analysis it is found that higher the influence of constructs higher will be engagement in the organisation and the construct communication and culture is found to be in low significance so REVL should focus on the ways to improve the organisation culture and the flow of communication between the subordinates and the superiors.

**CONCLUSION**

Employee engagement emphasizes the importance of employee communication on the success of a business. An organization should thus recognize employees, more than another variable, as powerful contributors to a company's competitive position .Therefore employee engagement should be a continuous process of learning, improvement, measurement and action. From the results of the study it is concluded that raising and maintaining employee engagement lies in the hands of management of Rane Engine Valve Limited (REVL) and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavor.

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