RESEARCH PAPER
Impact Factor : 3.6241
Physical Education
Index Copernicus Ic Value: 74.50
Volume : 5 | Issue : 12 | Special Issue Dec 2015 | ISSN - 2249-555X
Empowering People: Effective Social Work Approaches & Strategies



EMPLOYEE ENGAGEMENT FACTORS INFLUENCING AND POSSIBLE BARRIERS AFFECTING IN A PRIVATE HOSPITAL AT COIMBATORE, TAMIL NADU

KEYWORDS
Employee engagement, job satisfaction, barriers, outcomes, job design

Stanislaus. F
Ph.D. Scholar, Bharathiar University, Coimbatore, Tamil Nadu

ABSTRACT *The purpose of this study is to assess the level of employee engagement and the factors influencing engagement and possible barriers affecting engagement. This study shows that 37.6% of the respondents were male and 62.4% females. Major contribution was from female respondents. Gender will reflect in the outcome of job engagement. The respondents working in the same organization were 72 (66.1%) 3 to 5 years and 37 (33.9%) less than 2 years. This study gives the details of the employees absent from their job in the last one year was 46.8% (51) less than 7 days, 43.1% (47) 7 to 15 days and 2 and 9 more than 15 days. This shows that employees absent from their employment (43.1%) between 7 to 15 days express their dedication towards their job and that 60.6% have changed their job 1 to 3 times and 10.1 % 4 to 6 times. The study shows that there are several reasons for changing their jobs among them 60.6% for future outlook on their career and 15.6% for family problems. 6.6% said that salary and nature of job, 3.7% had conflict with organization and 2.8% said that culture of organization made them to change their job. 37.6% were satisfied and 33.9% neither satisfied nor dissatisfied. 9.2% were dissatisfied and 18.3% were very satisfied in utilizing their skills and abilities towards their job engagement.*

Introduction
Employee engagement is an emerging topic, and one which has stimulated much debate among human resource consulting practitioners in recent years. While there is a substantial amount of practitioner literature on engagement and the drivers of engagement, there are few academic studies on the concept, especially in the area of redundancy and its effect on engagement.

The ability to attract, engage, develop and retain talent will become increasingly important for gaining competitive advantage. Thus companies are competing for talent people who are having high performance and high competence in workplace (Berger and Berger, 2004). Organizations need employees who are flexible, innovative, willing to contribute and go 'above and beyond the letter' of their formal job descriptions or contracts of employment (Hartley, et al., 1995).

Employee engagement has emerged as a popular organizational concept in recent years, particularly among practitioner audiences (Saks, 2006; Bakker and Schaufeli, 2008). This is seemingly as attractive for organizations as it is for the professional societies and consulting groups. The outcomes of employee engagement are advocated to be exactly what most organizations are seeking: employees who are more productive in which they can work over the target within working time, profitable in which they spend the financial usage of company efficiently, safer, healthier, less likely to turnover, less likely to be absent, and more willing to engage in discretionary efforts (Buchanan, 2004; Fleming and Asplund, 2007; Wagner and Harter, 2006).

Literature Review
Employee engagement, also called worker engagement, is a business management concept. An "engaged employee" is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests. According to Scarlett Surveys, "Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform at work". Thus engagement is distinctively different from employee satisfaction, motivation and organizational culture. Employee engagement was described in the academic literature by Schmidt et al. (1993).

Linkage research (e.g., Treacy) received significant attention in the business community because of correlations between employee engagement and desirable business outcomes such as retention of talent, customer service, individual performance, team performance, business unit productivity, and even enterprise-level financial performance (e.g., Rucci et al, 1998 using data from Sears). Some of this work has been published in a diversity context (e.g., McKay, Avery, Morris et al., 2007). Directions of causality were discussed by Schneider and colleagues in 2003.

Kahn (1990) defined employee engagement as 'the harnessing of organization members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. Thus, according to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organizational role.

Outcomes of Employee Engagement
Employee engagement is a critical ingredient of individual and organizational success. There is a general belief that there is a connection between employee engagement as an individual level construct and business results. Employee engagement predicts employee outcomes, organizational success, and financial performance (Bates 2004; Baumruk 2004; Harter et al. 2002; Richman 2006).

The various factors and outcomes of employee engagement have clearly depicted in the model (Fig 1).

Methods & Materials
Aim: Factors Influencing and Possible Barriers Affecting Employee Engagement in a Private Hospital at Coimbatore, Tamil Nadu

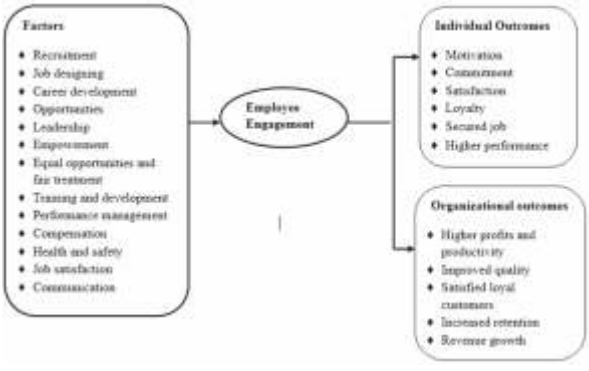
Volume: 5 | Issue: 12 | Special Issue Dec 2015 | ISSN - 2249-555X

Objectives

- To identify the key factors influencing employee engagement
- To identify the possible barriers affecting employee engagement

The researcher adopted descriptive design for the research. The researcher adopted 109 samples by simple random sampling. Data was collected primarily from 109 respondents and the researcher also collected other secondary data

Fig 1: Factors and outcomes of employee engagement



Results & Analysis

Table: 1
Gender of the respondents

	Frequency	Percent	
Valid	Male	41	37.6
	Female	68	62.4
	Total	109	100.0

The above table tells that 37.6% of the respondents were male and 62.4% females. Major contribution was from female respondents. Gender will reflect in the outcome of job engagement.

Table: 2
Number of years in the organization

	Frequency	Percent	
Valid	Less than 2 years	37	33.9
	3 to 5 years	72	66.1
	Total	109	100.0

The respondents working in the same organization were 72 (66.1%) 3 to 5 years and 37 (33.9%) less than 2 years. The duration of work in the same organization will express the commitment and satisfaction of the employees towards their job and institution.

Table: 3
Respondent absent from their jobs

	Frequency	Percent	
Valid	Less than 7 days	51	46.8
	7 to 15 days	47	43.1
	16 to 30 days	2	1.8
	More than 1 month	9	8.3
	Total	109	100.0

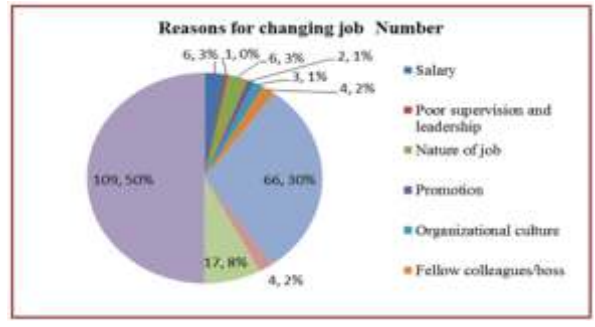
The above table gives the details of the employees absent from their job in the last one year was 46.8% (51) less than 7 days, 43.1% (47) 7 to 15 days and 2 and 9 more than 15 days. This shows that employees absent from their employment (43.1%) between 7 to 15 days express their dedication towards their job.

Table: 4
Respondents have changed their job

	Frequency	Percent	
Valid	Never	32	29.4
	1 to 3 times	66	60.6
	4 to 6 times	11	10.1
	Total	109	100.0

Changing jobs are inevitable in this current situation due to various reasons. The above table shows that 60.6% have changed their job 1 to 3 times and 10.1 % 4 to 6 times.

Figure: 1



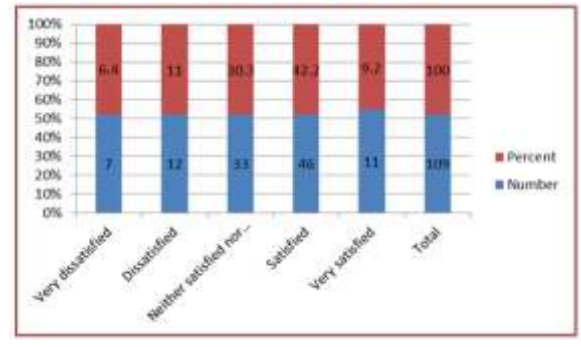
Respondents had several reasons for changing their jobs among them 60.6% for future outlook on their career and 15.6% for family problems. 6.6% said that salary and nature of job, 3.7% had conflict with organization and 2.8% said that culture of organization made them to change their job.

Table: 5
I like the people i work with at this organization / I like the type of work that I do

	Frequency	Percent	Frequency	Percent	
Valid	Dissatisfied	9	8.3	4	3.7
	Neither satisfied nor dissatisfied	39	35.8	70	64.2
	Satisfied	40	36.7	4	3.7
	Very satisfied	21	18.3	31	27.5
	Total	109	100.0	109	100.0

The above table shows that working relationship as well as their nature of job. Professional relationship in organizational culture is important for job satisfaction. 35.8% have expressed they do not like their co-workers and 36.7% were satisfied with them. 64.2 % have said neither satisfied nor dissatisfied the type of work they do.

Figure: 2
I would recommend employment at my organization to a friend



Volume: 5 | Issue: 12 | Special Issue Dec 2015 | ISSN - 2249-555X

The above figure tells 42.2% respondents were satisfied to recommend their organization for employment, 30.3% were neither satisfied nor dissatisfied, 11% were dissatisfied and 6.4% were very dissatisfied.

Figure: 3



Withstanding or sustaining with the employment is a great challenge for most of the employees in an organization due to several reasons. The above figure tells us 65.1% were satisfied to continue with their organization, whereas 13.8% were very dissatisfied to continue, 18.3% were neither satisfied nor dissatisfied.

Findings and Suggestions

- Respondents working in the same organization less than 2 years were 33.9% and 66.1% 3 to 5 years
- 60.6% have changed their job for various reasons
- Among the reasons 60.6% changed for future outlook of their career, 5.5% for salary and 15.6% for family issues
- 46.8% have expressed that they leader takes care of them and 45.9% can trust whatever their leader says to them
- 29.4 % have expressed neither satisfied nor dissatisfied for safety of their employment
- The influencing factors of engagement were, payment, family situation, leadership, conducive working environment
- 35.8% were neutral and 36.7% were satisfied of the people they are working with
- Respondents expressed that 64.2% were not able to love their job
- Initial training given to the employees were satisfied 55% and 54.1% were unhappy that they may not get promotion if they do good job and 37.6% were neutral regarding their increment for good performance
- The respondents afraid to recommend employment in their organization were 44% and 42.2% satisfied and 30.3% neither satisfied nor dissatisfied to refer services of their organization to friends

Engagement is about creating opportunities for employees to connect with their colleagues, managers and wider organization. It is also about creating an environment where employees are motivated to want to connect with their work and really care about doing a good job … It is a concept that places flexibility, change and continuous improvement at the heart of what it means to be an employee and an employer in a twenty-first-century workplace.' (CIPD 2009)

CIPD (2006) research shows engaged employees perform better than others, are more likely to recommend their organization to others, take less sick leave, and are less likely to quit. They experience increased job satisfaction and more positive attitudes and emotions towards their work. This suggests that enhanced levels of engagement benefit both individual and employer.

Conclusion

Organizations define and measure engagement in a variety of different ways, suggesting there is no one "right" or "best" way to define or stimulate engagement in your workforce. The decision to invest in strengthening engagement or commitment (or both) depends on an organization's strategy and the makeup of its workforce.

For these reasons, it is vital to consider the organization's view of engagement, as well as its strategy and workforce composition when deciding which HR practices will receive scarce investment resources. The research, guidelines and examples provided in this report can help you begin to weigh the options and to craft an investment plan that will best suit your organization's unique circumstances.

Employee Engagement is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity and importance in the workplace and impacts organizations in many ways. An organization should thus recognize employees, more than any other variable, as powerful contributors to its competitive position. Engaged employees can help your organization achieve its mission, execute its strategy and generate important business results. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action.

This paper provides some noteworthy implications for practitioners. It focuses on the various factors which influence employee engagement. It has been observed that organizations with higher levels of employee engagement outperform their competitors in terms of profitability. Engaged employees give their companies crucial competitive advantages including higher productivity, customer satisfaction and lower employee turnover. The relationship between employee engagement and organizational outcomes would be Stronger if better measures were used. Thus, organizations need to better understand how different employees are affected by different factors of engagement and focus on those in order to achieve the strategic outcomes as well as to improve overall effectiveness.

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