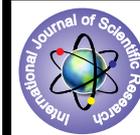


## Dynamics of Employee Engagement: an Empirical Study



### Commerce

**KEYWORDS:** Employee Engagement – Workforce Engagement – Engaged Employee – Disengaged Employee.

**Dr S. Srimathi**

Head, PG and Research Department of Commerce, Bharath College of Science and Management, Thanjavur, Tamil Nadu

**P. Kumarasamy**

Assistant Professor, Department of Commerce, Bharath College of Science and Management, Thanjavur, Tamil Nadu

### ABSTRACT

*Employee engagement, common focus attention for enterprises, is the core factor to achieve success. Engagement, which contributes to promote the organization productivity, profits and customer satisfaction and to reduce employee turnover and trouble of occurrence, has close relationship with enterprise performance. Modern business competition is the essence of the competition of human resource. To improve employee engagement and to give full play to the employee potential ability is a magic weapon to obtain success. This paper aims to study the employee engagement in IT industry in local enterprises through an empirical study and therefore to discuss various dimensionalities how affect employee engagement. In this paper, the methods of available literature, interviews, questionnaire survey are used to do the research on engagement, which expects to promote employee engagement and further to provide a theoretical basis and practical guidance to enhance enterprise performance.*

### 1. INTRODUCTION

Employee engagement, common focus attention for enterprises, is the core factor to achieve success. Engagement, which contributes to promote the organization productivity, profits and customer satisfaction and to reduce employee turnover and trouble of occurrence, has close relationship with enterprise performance. Modern business competition is the essence of the competition of human resource. To improve employee engagement and to give full play to the employee potential ability is a magic weapon to obtain success. Employee engagement plays a vital role in motivating the performance levels of the workforce. A motivated employee will seek out ways to accomplish a task. Today's dynamic environment signifies that the nature of workforce is changing rapidly. A large number of staff today is young, energetic and tech survey who are well-connected to their peers, friends and those who matter. Social media platforms with their user-friendly and interactive features that help transcend geographies and cultural boundaries have ensured that this generation stays constantly connected. Communicating with and engaging the tweeting and Face book driven workforce is the new challenge. Both employer and employee have an active role to play in cultivating engagement. Engagement has to be equal on both ends ie, the supervisor and employee. It is the key to retention of talent. The ever changing dynamics of the talent market have ensured that employers now compete for the best employees as well. Recent surveys have reported that to attract, recruit, train and retain the best talent is possibly the single biggest predictor of corporate success

Due to Economic Meltdown, all companies are focusing at HR Retrenchment Strategy for cutting cost. The global companies like Motorola, Sony, Dell, IBM etc. are reducing their workforce. Employers want employees who will do their best work, or 'go the extra mile'. Employees want good work: jobs that are worthwhile and turn them on. More and more organizations are looking for a win-win solution that meets their needs and those of their employees. What they increasingly say they are looking for is an engaged workforce. The idea of creating a more engaged workforce is not a new idea.

### 2. SIGNIFICANCE OF THE STUDY

The study encompasses all the members in all the departments' engagement program. The study is conducted to know the involvement among the employees at object-frontier solution Chennai. The Projects emphasizes and opinion of employees which would be useful for the organisation in understanding the employees mind. Employee engagement is a concept that is generally viewed as a matter of discretion. In other words when employees have choices, they will act in a way that furthers their organizations interest. Engaged employees feel a strong emotional bond to the organization that employs them. This benchmarking survey is designed to examine activities to drive employee engagement programs, whether formal or adhoc, and their impact on the organization.

### 3. Objectives of the Study

Primary objective is to understand the employee role and commitment in an organisation. Secondary objective is to know the level of commitment and involvement of an employee, to identify the positive attitudes of the employees, to improve the performance of an employee for the benefit of an organisation, to provide suggestions based on findings.

### 4. EMPLOYEE ENGAGEMENT: A CONCEPTUAL FRAMEWORK:

An organization's productivity should not be measured in terms of Employee Satisfaction but in terms of Employee Engagement. Employees are said to be engaged when they show a positive attitude towards the organization and express a commitment to remain with the organization. Employee Engagement, also called Work Engagement, is a concept that is generally viewed as managing discretionary effort, that is, when employees have choices, they will act in a way that furthers their organization's interests. An Engaged Employee is a person who is fully involved in, and enthusiastic about, his or her work Engaged A.

#### A. Fully Engaged Employee

- (a) Is intellectually and emotionally bound with the organisation
- (b) Gives 100 percent
- (c) Feels passionately about its goals and
- (d) Is committed to live by its values.

This employee goes beyond the basic job responsibility to delight the customers and drive the business forward. Moreover, in times of diminishing loyalty, employee engagement is a powerful retention strategy

#### B. Categories of Employees based on Employee Engagement

Engaged Employee: "Engaged" employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward

Not Engaged Employee: "Not-engaged" employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are Not-engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their co-workers.

Actively Disengaged Employee: "Actively Disengaged" employ-

ees are the “cave dwellers”. They’re “Consistently against Virtually Everything”. They’re not just unhappy at work. They’re busy acting out their unhappiness. They sow seeds of negativity at every Opportunity every day, actively is engaged workers undermine what their engaged co-workers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization’s functioning.

#### 5. Drivers of Employee Engagement:

Meaningful work, collaborations, autonomy, growth, task variety, performance expectations, feedback, workload balance, distributive fairness, procedural fairness, connectedness with leaders, and connectedness with colleagues drive work passion.

#### 6. LITERATURE REVIEW:

Coffman & Gonzalez-Molina(2002) follow this path, the second book coming out of the Gallup research say that engagement is not only about how people think but also how they feel. They say that the engaged employees collectively are an “Economic force that fuels an organizations profit growth” They group employees into three categories as actively engaged, the non –engaged and the actively disengaged employees. Most of the book is resulted to “how –to chapters for managers.

Lucey,Bateman and Hines(2005) interpret the Gallup Engagement Index as measuring “How each individual employee connects with your company and how each individual employee connects with your customer”. They call the opposite of this emotionally unemployed.

#### 7. RESEARCH PLAN

Data sources: The research is based on primary data are measurements observed & recorded as part a study to collect original data. Secondary data was collected with the help of company records, annual reports & discussion with the personnel manager and staff.

Research Approaches: This research uses survey questionnaire method of collecting the data. It is descriptive research type are those, which are concerned with describing the characteristic of a particular individual or of a group, where we cannot control the variable.

Research Instrument: Questionnaire was used to conduct the survey among 50 employees which includes open-ended and closed-ended questions

#### Sampling Plan:

Universe : 650 members

Sampling Units : Employees

Sampling Size : 50 nos

Sampling Procedure: Simple Random sampling

Statistical Models Used: Percentage Method, chi-Square Test, Correlation Coefficient & Rank correlation

#### 8. Data Analysis and Findings

Findings based on socio –Demographic factors:

The study reveals that 58% of the respondent belongs to age group of 24-35,

74% of the respondents are male

56% respondents are married.

44% of the respondents are 2-4 years experience

#### Finding based on a attitude of the employee:

The study reveals that 42% of the respondents are satisfied with their opportunities to do work. The study reveals that 46% of the respondents are satisfied with their utilization of potential in organization. The study reveals that 40% of the respondents are neutral of their ideas are execution

The study reveals that 54% of the respondents are highly satisfied with their superiors care about them.

Finding based on Chi-square analysis: From the Chi-Square it has found that there is a significant association between the working job and benefits of the night shift .thus null hypothesis accepted.

Finding based on weighted average analysis: From the weighted average analysis it has found that it ranks first as company benefit satisfaction. That the last rank goes to the decision making of their job.

Finding based on correlation coefficient analysis: From the correlation coefficient analysis it is inferred that the frequent chances in the company and it have relationship with the company functions.

Findings based on rank correlations analysis: From the rank correlation analysis it is inferred that the rate of pay is relationship with the achievement of the task.

#### 9. CONCLUSION:

This study helps to understand the role of employee in organization. It is a Positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, used and importance in the workplace and impact organizations in many ways. Employee engagement emphasizes the importance of employee engagement should be a continuous process of learning, improvement, measurement and action. Hence the raising and maintain employee engagement lies in the hands of organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavour.

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