Research Paper Management

Employee Engagement in Pharma Industry: A Contingency Model

Dr.K.V. Geetha Devi | Assistant Professor, Sri Rama Krishna P.G. College, Nandyal

Nagaraju Kolla | Research Scholar, Sri Krishna Devaraya Institute of Management –Anantapur

ABSTRACT

Employee Engagement is a recent favorite in HR field. In single word it is "one step up from commitment". The main objective of the present study is to identify employee engagement factors in pharma industry. For this data collected is from 316 sample respondents. Regression analysis and factor analysis were employed for data analysis. Results indicated three factors for employee engagement in pharma namely work culture, participative management style and relationships and rewards

KEYWORDS | Employee Engagement, Factor Analysis, Participative Management Style and Relationships, Regression Analysis, Rewards, Work Culture

REVIEW OF LITERATURE

Work Culture

Glen (2006) suggests that the work environment may play a key role in predicting engagement along with organizational processes, role challenge, values, work-life balance, information, Reward/recognition, management and product service

Participative management style and relationships

Macey and Schneider (2008a) suggest that the nature of an organization's leadership and management can have an indirect impact on engagement behaviours demonstrated by employees, through leaders building trust in their staff. Robinson et al. (2007) found several elements of performance management and development processes can have positive effects on engagement levels.

Reward

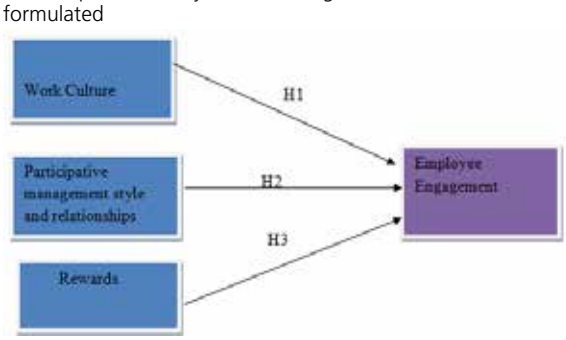
Watson Wyatt (2007) found that having clear expectations and delivering promised rewards is key to engaging the workforce.

OBJECTIVE OF THE STUDY

Main objective of the study is to identify of Employee Engagement factors

THEORETICAL FRAME WORK

For the present study the fallowing theoretical frame work is formulated



METHODOLOGY OF STUDY

For this study the following methodology was applied

- Sampling Method : Convenience
- Sample Size : 316
- Sampling Error : Response–316, Non-response - 03
- Primary Data : Questionnaire.
- Secondary Data : Journals, Magazines, Books, Websites.
- Data analysis :Percentages, Reliability analysis,regression

Reliability

Reliability test was administered to establish the goodness of data. In statistics, reliability is the consistency of a set of measurements. For this study Cranach's Alpha coefficient was calculated

Table-1: Reliability

S.NO	Dimension	Cron Bach's Alpha
1	Work Culture	.724
2	Participative management style and relationships	.801
3	Rewards	.764
4	Employee Engagement	.793

Source: Field Survey

Cranach's alpha for all dimensions is more than .70 hence the data is reliable for further analysis

RESEARCH HYPOTHESIS

H1: Work Culture influence the employee engagement

H2: Participative management style and relationships influence the employee engagement

H3: Rewards influence the employee engagement

Research Hypothesis -1

H1: Work Culture influence the employee engagement

Here independent variables is taken as Work Culture and dependent variable as employee engagement and ran SPSS.21

Table 2-Regression Analysis

Regression Analysis	R Square Value (%)	ANOVA Value
	53%	0.00

Source: Field Survey
From table-2 it concluded that Work Culture influence the employee engagement

Research Hypothesis -2
H2: Participative management style and relationships influence the employee engagement

Here independent variables is taken as Participative management style and relationships and dependent variable as employee engagement and ran SPSS.21

Table 3-Regression Analysis

Regression Analysis	R Square Value (%)	ANOVA Value
	49%	0.00

Source: Field Survey

From table-2 it concluded that Participative management style and relationships influence the employee engagement

Research Hypothesis -3
H3: Rewards influence the employee engagement

Here independent variables is taken as rewards and dependent variable as employee engagement and ran SPSS.21

Table. 4-Regression Analysis

Regression Analysis	R Square Value (%)	ANOVA Value
	56%	0.00

Source: Field Survey

From table-2 it concluded that rewards influence the employee engagement

Conclusion:
The research identified work culture, participative management style and relationships and rewards as employee engagement factors in pharma industry

Limitations:
1. Sample size was limited to 316 because of limited time which is small to represent the Whole population
2. The research was limited to pharma Industry only

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