ORIGINAL RESEARCH PAPER

Management

Gender Difference as an Influencer of Employee Engagement

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ABSTRACT

Employee engagement is influenced by various aspects of management. In the view of an individual, the responsibilities carried out by them will also influence their engagement in organizations. In the present study, an attempt is made to assess the relationship and the impact of Gender Differences on Employee Engagement. The analysis reveals that there exists a positive correlation between the two and the test was also statistically significant. Further, the analysis also revealed that the latent variables of Gender Difference were also positively correlated with Employee Engagement.

Introduction

The concept of "Employee Engagement" (EE) is rapidly gaining popularity, use and importance in the work place. Research and consultancy firms, lead by the high-profile Gallup organization, are focusing their efforts increasingly on surveys of employee engagement that aim to improve levels of engagement. This is because corporate results have rapidly demonstrated a strong link between some conceptualizations of engagement, worker performance and business outcome.

Engagement may be a global construct as it appears to be a combination of job satisfaction, organizational commitments and intention to stay. Indeed some argue that engagement is a multidimensional construct, in that employees could be emotionally, cognitively or physically engaged.

Drivers such as communication, performance clarity and feedback, Organizational culture, rewards and recognition, relationships with managers and peers career development opportunities and knowledge of the organization's goals and vision are some of the factors that facilitate employee engagement.

Gender differences involve both physical and emotional factors. They are essentially the characteristics that influence male and female behavior in the workplace. These influences may stem from psychological factors, such as upbringing, or physical factors, such as an employee's capability to perform job duties.

Differences may also stem from gender stereotypes related to men and women. For instance, a stereotypical assessment is that women belong in the home while men work and provide support. Stereotypes often lead to sex discrimination in the workplace.

Statement of the problem

Employee Engagement in organizations are often assessed by the management practices. In the present study, an attempt is made to assess Employee Engagement by differences exhibited by male and female employees with certain characteristic features.

Objectives

1. To assess the impact of Gender Difference on Employee Engagement
2. To determine the dominant predictor of Gender Difference.

Limitations

1. The analysis is purely based on the responses given by the respondents.
2. The sample size is restricted to 70 employees.

Method

Research Design: To carry out the current study, descriptive research design is used.

Sampling Technique: The current study was pursued by employing simple random sampling technique.

Sample Size: 70 employees working at South Western Railways,

Divisional Office, Mysuru are taken as respondents for the study.

Data Collection: Data is collected from both primary and secondary sources.

Primary source of data is collected through a structured questionnaire which comprised of 16 questions with 8 questions each pertaining to Employee Engagement and Gender Difference. The latent variables for Gender Difference include Supervisory position and Authority, Dominant Character, Emotional Responsiveness and managing stress and work and personal Life. The latent variables for Employee Engagement includes Challenging Task, Leadership, Professional and Personal Growth and Management support for Creativity and Innovation.

Secondary source of data is collected through various journals and Research articles for compiling the data.

Statistical Tools: Correlation and Regression analysis are used as statistical tools.

Data Analysis and Interpretation
Statistical hypothesis:

H1: There was no correlation between Gender Difference score and Employee Engagement score.

H2: There were no impact of Gender difference on Employee Engagement.

To test H1, correlation analysis was used and the computations made were tabulated in table 1.

Table 1						
Correlations						
Correlations		SPA	DC	ER	MSWP	TGD
CT	Pearson Correlation	.011	.303*	.166	.102	.222
	Sig. (2-tailed)	.926	.011	.169	.399	.065
	N	70	70	70	70	70
LS	Pearson Correlation	.385**	.370**	.393**	.196	.509**
	Sig. (2-tailed)	.001	.002	.001	.104	.000
	N	70	70	70	70	70
PPG	Pearson Correlation	.390**	.478**	.525**	.077	.537**
	Sig. (2-tailed)	.001	.000	.000	.528	.000
	N	70	70	70	70	70
MSCI	Pearson Correlation	.141	.465**	.175	-.068	.248*
	Sig. (2-tailed)	.244	.000	.148	.578	.039
	N	70	70	70	70	70
TEE	Pearson Correlation	.339**	.612**	.461**	.094	.553**
	Sig. (2-tailed)	.004	.000	.000	.438	.000
	N	70	70	70	70	70
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

From the above table following inferences were drawn:
- The correlation between Supervisory position & Authority and Employee Engagement was positive, r = 0.339 with P = 0.004 < 0.05, the test was significant at 5% levels. That is, there

exists significant positive correlation betweenSupervisory position & Authority and Employee Engagement at 5% levels.

- The correlation between Dominant Character and Employee Engagement was positive, r = 0.612 with P = 0.00 < 0.05, the test was significant at 5% levels. That is, there exists significant positive correlation betweenDominant Character and Employee Engagement at 5% levels.
- The correlation between Emotional Responsiveness and Employee Engagement was positive, r = 0.461 with P = 0.00 < 0.05, the test was significant at 5% levels. That is, there exists significant positive correlation betweenEmotional Responsi veness and Employee Engagement at 5% levels.
- The correlation between Managing Stress both at Work place & Personal life and Employee Engagement was positive, r = 0.094 with P = 0.438 > 0.05, the test was not significant at 5% levels. That is, there was no significant positive correlation betweenManaging Stress both at Work place & Personal life and Employee Engagement at 5% levels.
- The correlation between Gender Difference and Employee Engagement was positive, r = 0.553 with P = 0.00 < 0.05, the test was significant at 5% levels. That is, there exists significant positive correlation betweenGender Difference and Employee Engagement at 5% levels.

To test H2, multiple stepwise regression analysis was used and the computations made were tabulated in table 2 to table 6.

Table 2			
Variables Entered/Removeda			
Model	Variables Entered	Variables Removed	Method
1	MSWP, ER, DC, SPA[b]	.	Enter
2	.	SPA	Backward (criterion: Probability of F-to-remove >= .100).
3	.	MSWP	Backward (criterion: Probability of F-to-remove >= .100).

a. Dependent Variable: TEE
b. All requested variables entered.

Table 3				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.693a	.480	.448	2.9662
2	.693b	.480	.456	2.9454
3	.690c	.476	.460	2.9339

a. Predictors: (Constant), MSWP, ER, DC, SPA
b. Predictors: (Constant), MSWP, ER, DC
c. Predictors: (Constant), ER, DC

Table 4					
ANOVAa					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	528.382	4	132.096	15.013	.000
	Residual	571.903	65	8.799		
	Total	1100.286	69			
2	Regression	527.712	3	175.904	20.276	.000c
	Residual	572.574	66	8.675		
	Total	1100.286	69			
3	Regression	523.573	2	261.786	30.413	.000
	Residual	576.713	67	8.608		
	Total	1100.286	69			

a. Dependent Variable: TEE
b. Predictors: (Constant), MSWP, ER, DC, SPA
c. Predictors: (Constant), MSWP, ER, DC
d. Predictors: (Constant), ER, DC

Table 5					
Coefficientsa					
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.149	2.863		3.545	.001
	SPA	-.083	.302	-.030	-.276	.783
	DC	1.544	.305	.542	5.067	.000
	ER	.974	.273	.331	3.568	.001
	MSWP	.143	.195	.068	.734	.465
2	(Constant)	10.038	2.815		3.566	.001
	DC	1.502	.262	.527	5.740	.000
	ER	.967	.270	.328	3.583	.001
	MSWP	.129	.186	.061	.691	.492
3	(Constant)	10.778	2.594		4.156	.000
	DC	1.511	.260	.530	5.804	.000
	ER	.967	.269	.329	3.599	.001

a. Dependent Variable: TEE

Table 6					
Excluded Variablesa					
Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
2	SPA	-.030b	-.276	.783	-.034	.669
3	SPA	-.009c	-.085	.932	-.011	.720
	MSWP	.061c	.691	.492	.085	.997

a. Dependent Variable: TEE
b. Predictors in the Model: (Constant), MSWP, ER, DC
c. Predictors in the Model: (Constant), ER, DC

- The estimated multiple regression equation of Employee Engagement on Supervisory positions & Authority, Dominant Character, Emotional Responsiveness, and Managing Stress both at Work place and Personal life was given by
Employee Engagement= 10.149 - 0.083 (Supervisory positions & Authority) + 1.544 (Dominant Character) + 0.974 (Emotional Responsiveness) + 0.143 (Managing Stress both at Work place and Personal life)

- Then, Supervisory positions & Authority was removed from the regression, the estimated multiple regression equation of Employee Engagement on Dominant Character, Emotional Responsiveness, and Managing Stress both at Work place and Personal life was given by
Employee Engagement = 10.038 + 1.502 (Dominant Character) + 0.967 (Emotional Responsiveness) + 0.129 (Managing Stress both at Work place and Personal life)

- Then, Managing Stress both at Work place and Personal life was removed, the dominant predictors of Employee Engagementwas given by
Employee Engagement= 10.778 + 1.511 (Dominant Character) + 0.967 (Emotional Responsiveness)

Findings:
- There exists significant positive correlation betweenGender Difference - Supervisory position & Authority, Dominant Character, Emotional Responsiveness and Employee Engagement.
- There was no significant positive correlation betweenGender Difference - Managing Stress both at Work place & Personal life and Employee Engagement.
- The dominant predictors of Employee Engagementwas given by

Employee Engagement = 10.778 + 1.511 (Dominant Character) + 0.967 (Emotional Responsiveness)

Conclusion
As per the evidenced data, it can be concluded that employee engagement in organizations is not only influenced by the management practices but by gender differences as well. The analysis reveals that there exists a positive relation between Gender Difference and Employee Engagement and the test was also found to be statistically significant. Further, the latent variables of Gender Difference also shares a positive relation with Employee Engagement in Organizations.

References
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