



Original Article

Fostering Employee Engagement: The Role of Organizational Factors in Pune's Industries

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Abstract

Background: Employee engagement has become the most sought-after topic of research in management. Its growing significance and abundant research findings have time and again established that engaged employees are one of the key assets for any organization's success. To drive this engagement organizations also have to provide a conducive environment where the sentiments of employees are influenced by the factors existing in the environment.

Objective: This research paper is based on one construct from my doctoral theses, Rawat Poonam (2020). The objective of this particular paper is to primarily identify the aspects in an organization that employees experience as an influencing factor on their level of employee engagement. Methodology: A survey method was used to know about the awareness of engagement among employees, their employee engagement levels, and organizational factors that impact engagement.

Result: Employees are influenced by factors within an organization. Predominantly, employees are influenced by an organization's reputation and the career opportunities it can provide for their growth. Employees are motivated by a healthy working environment that enables them to learn, develop and shape their skills. The organization's Senior leadership influences the employees through their vision and concern for people.

Keywords: Employee Engagement, Organizational Factors, Drivers of engagement, engagement levels, workplace practices

Introduction

Organizations have over the past few years that engaged employees are invaluable assets to an organization. Surveys have been revealing that engagement in promotes talent retention, fosters customer loyalty, and improves organizational performance and stakeholder value. This research aimed to examine the potential influence of factors affecting employee engagement practices within an organization.

Corresponding to the Engagement Survey -Leadership Intelligence in 2008, which took survey of more than 60,000 people from various organizations, different and across different functions, it was discerned that 69% of the workforce indicated their engagement at work. Across organizations, the Engagement levels showed a great difference, varying from low of 41% to high of 96%. This study disclosed that the highest scores were generally related to pride in the organization, clarity of roles, and the quality of work. Conversely, compensation tended to receive some extent of lowest scores. Additionally, there were prospects for growth in organizational categories such as accountability and recognition.

Dr. R.Sivarethinamohan & Mr. Aranganathan P (2011) in their research titled "Determinants of employee engagement & retention practices in Indian Corporate- a principal component analysis" published in Asia Pacific Journal of Research In Business Management, identified 300 factors for extracting factors in particular that drives engagement among the employees belonging to public & private sector companies. They signified some of the key factors identified using factor analysis namely "relationships with superiors, job satisfaction, growth opportunities, recognition and benefits, a positive work environment, and family-friendly policies".

Padmakumar R & Gantasala P (2011) through their research paper "The role of Employee Engagement in work-related outcomes" published in Interdisciplinary Journal of Research in Business identified the causes and outcomes of Employee Engagement. They undertook snowball sample of 310 respondents from the hotel industry of Jordania.

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Their study proved the presence of a strong association between engagement and certain variables. They proved that job characteristics, extrinsic and intrinsic rewards, perceptions of procedural and distributive justice had a positive and significant impact on engagement.

Dr. Amirtha G and Dr. Mariammal. M (2012) through their study on "Factorial Dimensions of Employee Engagement in Public and Private Sector Banks" published in Bonfring International Journal of Data Mining measured three factors particularly- 'Commitment', 'Salary & benefits' and 'Job satisfaction' which ultimately determines employee engagement. A study sample comprising of 55 respectively from private and public sector banks were analyzed. The findings indicated that commitment to some moderate extent was associated with Employee Engagement in the public sector. From private sector - job satisfaction, salary, and benefits were related to Employee Engagement to a moderate extent. The researchers' findings suggested that recognizing individuals and team performance, along with appreciation for employees including awards, besides an employee redressal unit, augments employee engagement in organizations.

Previous research has proved that an engaged workforce shows its commitment both physically and mentally resulting in vigor and enthusiasm in the tasks assigned to them leading to increased productivity and higher attainment of organizational goals. Identifying the driving factors at the workplace that influence the engagement levels of the workers will be advantageous for any company that plans to positively influence the productivity of its employees.

Research Objectives:

1. To know the relationship between employee engagement and factors within an organization that foster engagement.
2. To study various organizational factors influencing employee engagement.

Research Hypothesis:

H₀: There is no significant effect of organizational factors on employee engagement.

H_a: There is no significant effect of organizational factors on employee engagement

Research Methodology:

For this descriptive study data was collected from city of Pune, India. Convenience sampling method falling under the category of Nonprobability sampling, was adopted from a sample of 323 comprising of managerial level employees of various organizations in Pune. A Structured questionnaire was designed for collecting the data which comprised questions pertaining to the demographics, followed by the questions on awareness of the concept of engagement, levels of engagement and factors influencing engagement.

Findings of Study:

1. Based on the demographic details, most of the respondents fell within the age group of 31 to 40 years and more than three-fourths of sample were male. One third of the respondents had graduation degree and the rest held Post graduation as the highest qualification. Also almost 31% had more than 15 years total work experience. Pertaining to their tenure in the current organization, more than 42% were ranged between 1 - 5 years and twenty percent had been working for about 10 - 15 years.
2. When asked whether employee engagement is practiced in the selected organizations, nearly all the 99.1% respondents said that employee engagement was practiced in the organization. Additionally, it was also stated by employees that engagement surveys were also conducted by their organizations.
3. A total of 83.6% of responses that engagement surveys frequency was once in a year, while 6.5% indicated that it was conducted twice in a year. Moreover, 9.9 % said a fixed schedule wasn't followed for the surveys.
4. A substantial number of 69.7% responses pointed that their management took engagement survey feedback seriously. When enquired about their awareness of engagement levels, close to half of the respondents said that they weren't aware of their engagement level scores, while 43.7% said they were aware of their scores.
5. The respondents were requested to rate themselves on engagement scale with response options ranging from actively disengaged to actively engaged. 41.07 % said that they are actively engaged while 51.7% of the respondents replied that they were engaged, and the rest 7.62% say that they were not so engaged.

Organizational Factors influencing Engagement Levels

Participants were invited to share their views on the organizational factors affecting their engagement, using a scale from 1 to 5—where 5 meant 'Most Significant' and 1 meant 'No Significance'.

Participants were provided with 12 factors within an organization viz. "Organizational Reputation, Career opportunities, Senior leadership, Performance Management, Talent and staffing, Learning and development, Rewards and recognition, Bottom to top Communication, Work tasks, Empowerment or autonomy, Work environment and Work life balance".

For analyzing data the statistical test used was Friedman Test and the following variables were measured:

- Dependent Variable for the test: Organizational Factors
- Independent Variable for the test: Ratings assigned to factors (ranging from 5 meaning Most significant to 1 for No significance).

Quantification of organizational factors

Participants were requested to rate on a scale of 1 to 5 from the list of 12 organizational factors that they found as an influencing factor on their engagement levels.

Table : Organizational Factors influencing Engagement Levels					
Sr. No	Factors	Mean Rank	Sr. No	Factors	Mean Rank
1	Organizational Reputation	8.56	7	Empowerment/Autonomy	5.27
2	Work Environment	7.26	8	Rewards and Recognition	6.84
3	Learning and Development	7.33	9	Senior Leadership	6.93
4	Career Opportunities	7.42	10	Work Tasks	5.96
5	Performance Management	6.47	11	Work-Life Balance	6.09
6	Bottom to Top Communication	4.43	12	Talent and Staffing	5.44

Test Statistics- Friedman Test	
N	323
Chi-Square	478.344
df	11
Asymp. Sig.	.000

The above table presents the test statistics with a chi square (χ^2) value of 478.344, and a significance level 0.000 ($P < 0.01$) at the given degrees of freedom 11. Thus, concluding that the above-mentioned null hypothesis of this study is rejected. Henceforth the study concludes that there is a significant difference in the respondents' ratings about organizational factors influencing their engagement levels

From the ratings in the above table, respondents have rated the top five most influential factors in their engagement. These include "Organizational Reputation, Career opportunities, followed by Learning and development, Work environment and Senior leadership"

Conclusion:

Almost all companies approached for this study showed commitment to engaging their employees. Irrespective of whether it is a manufacturing industry or service industry, nowadays all organizations are functioning in a highly competitive environment. And retention of employees in such competitive environment is strongly influenced by their engagement level. Earlier researches have shown that organizational factors or drivers of employee engagement significantly influence employees. This research concludes that, employees are more engaged when they feel more confident in their organization's reputation and see promising career opportunities for individual growth. Senior leaders within the organization influence the employees by their vision and concern for people. Employees thrive in a positive work environment that supports learning and skill development. When these opportunities are readily available, they feel more connected to the organization and naturally become more engaged

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Conflicts of interest

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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