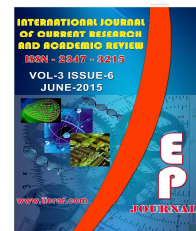




International Journal of Current Research and Academic Review

ISSN: 2347-3215 Volume 3 Number 6 (June-2015) pp. 48-52

www.ijcrar.com



Fuel of Employee Engagement

Anuradha*

Senior Research fellow, IMSAR MDU, New Delhi, India

*Corresponding author

KEYWORDS

Antecedents,
Organizational
commitment,
Locus of control

A B S T R A C T

Because of globalization organizations are facing lots of challenges on one hand they are having pressure of cost cutting on the other hand employees are also having more option in terms of recruitment. Intellectually and emotionally bound employees who are loyal and pursue the goal of the organisation as their own are the most wanted employees Employee engagement is fast proving to be the shortest route to achieving this. Business as well as academic community is continuously in search for factors which enhance employee engagement. This article with the help of literature review aims to examine various factors which enhance employee engagement in last 10 years worldwide & in India.

Introduction

Earlier it is said by hr practionner that if you hire right person at right job hr job is done but it has been proved that despite hiring right kind of person for a job if good working environment is not provided to an employee he or she will soon detached himself from work-emotionally or intellectually. Business community as well as hr practitioner are in search of various factors which leads to or enhance employee engagement. When a person is hired, an organization is only hiring the labour of the employee. The other aspects have to be nurtured while the employees are engaged in the organisation. Gone are the days when by providing high remunerations and excellent amenities, organisations were able to bring out the best in the employee.

Now its commitment, devotion, enthusiasm, energy, interest, intelligence etc., of a person that determine his or her performance. The most obvious example is IT and BPO industries which undoubtedly are the best pay masters but also experience high attrition rate as they are unable to provide the necessary push to retain engage and encourage the employee. Intellectually and emotionally bound employees were loyal and pursue the goal of the organisation as their own are the most wanted employees. Employee engagement is fast proving to be the shortest route to achieving this Lots of research has been done on antecedents of employee engagement from past. This paper aims to examine various factors which lead to employee engagement through literature

review in last ten years before examining literature review it is important to understand employee engagement origin & definition.

Employee Engagement is the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances (Kahn, 1990)

Employee Engagement is "a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee" (Robinson *et al.*, 2004).

Origin: The first time employee engagement was mentioned in an Academy of Management Journal article called "Psychological Conditions of Personal Engagement and Disengagement at Work" (Kahn, 1990). Employee engagement is the level of commitment and involvement an employee has towards their organisation and its values. Employee engagement is the barometer that determines the association of a person with organisation.

Literature review

Employee engagement is an important management topic. With the help of literature review we will come to know what are the various researches which are already conducted on the topic so far.

Alam M. Saks (2006): Conduct a research to test a model of employee engagement

antecedents and consequences based on social exchange theory. Multiple regressions were applied on 102 employees. It was found that job characteristics, perceived organizational support and procedural justice predict employee engagement.

Mustafa Koyuncu (2006): Aims to examine potential antecedents and consequences of work engagement in a sample of women managers & professionals employed by a large Turkish bank. It was found that work life experiences particularly control, rewards & recognition & value fit were found to predict employee engagement

Bakker *et al.* (2007): They surveyed 805 Finnish teachers to investigate the role of available job resources upon teachers' engagement with his or her job. Job resources such as supervisor support, innovativeness, appreciation & organizational climate were important factors that helped teachers cope with demanding disruptive students and predict all dimensions of employee engagement.

Karatepe and Olugbade (2009)

Conducted a research to develop & test a research model which predicted the impacts of job resources, trait competitiveness & self-efficacy on work engagement. Judgemental sampling was carried out among a sample of full-time frontline employees in 5-star & 4-star hotels in Abuja, Nigeria. It was found that trait competitiveness predicts all dimensions of employee engagement

Burke Ronald et al. (2009)

The research examined potential antecedents and consequences of work engagement in a relatively large sample of hotel managers in the hospitality sector of Beijing, China. Data were collected from 309 respondents.

Descriptive statistics & hierarchical regression analysis were used & results indicated that organizational level & organizational tenure predicts all three dimensions of employee engagement.

Dr. J. Anitha (2013) conduct a research to identify various factors that predict employee engagement & to study the strength of impact of employee engagement on employee performance. It was also found that employee engagement has a strong positive relationship with employee performance as the R² value was 59.7 % which is highly statistically significant. The SEM model gave still uplifted values of about 75 % impact on employee performance due to employee engagement.

The purpose of this study was designing and testing a model of antecedents of work engagement. Participants were 226 employees of an organization who were selected via multistage random sampling & then completed the research instrument 5 questionnaire were chosen to gather data. Sem analysis supported model finding with data. As the results of analysis of this study indicates, these variables –work motivation, job satisfaction, psychological empowerment & moral climate were found to have statistically significant correlation to job engagement

Jung Hoon (Jay) Lee, Chihyung Michael (2014) conducted this study was to provide theory based empirical evidences on whether employee evaluation of self core & perception of organizational work environment affect employee engagement. Data were collected from 394 hotel line employees and managers in US. Results of hierarchical multiple regression analysis revealed that core self evaluation & four components of psychological climate – customer orientation of management,

managerial support for service, internal service & information, sharing communication were positively associated with employee engagement.

Few selected Indian research in field of employee engagement

Sharma, Baldev. R et al (2010) This study ascertain the level of employee engagement & the determinants thereof among the sales executives of a private sector organization. Sample for the study consists of 51 sales executives of a manufacturing organization located in national capital region. Data were collected with the help of an 80 –item structured questionnaire & analysed using SPSS Package. The findings show an across – the board low rating on all 14 parameters of the study. Multiple regression analysis revealed that 4 out of 12 potential predictor, all of which belong to the situation with in which the employees are working are critical determinants of employee engagement.

Padamkumar ram, Gantalal V.Prabhakar, (2011) described the role of employee engagement in work related outcome. A snowball sample of 310 respondents from the Jordanian hotel industry was interviewed using the research instrument. he results confirm the relationship between Employee Engagement and Perceived Organizational Support. The effect of Job Characteristics, Intrinsic and Extrinsic Rewards, Perceived Supervisor Support, Perceptions of Procedural Justice, Perceptions of Distributive Justice on Employee Engagement is also confirmed.

The purpose of this research article is to introduce employee engagement & key research on engagement related factors in BPO industry in India. The author conducted a literature search on employee engagement & interviews with 126

executives. Career development, performance appraisal & motivational factors are connected to employee engagement. The implications are that leaders should be educated on engagement. career development opportunities are particularly important.

Mamta Sharma, R. Baldev (2011): This article presents an assessment of the level of employee engagement among managers of a public sector undertaking in Indian. Besides highlighting the level of engagement, the study has identified the predictors of organizational commitment, which was used as an important manifestation of employee engagement. The study is based on primary data collected from 84 managers employees on a no of parameters relating to employee engagement & its potential predictors. The study has revealed that level of employee engagement in this organization is quiet modest. Three factors namely –Pay, Job content, & objectivity are found to be predictors of employee engagement.

Jyotsna Bhatnagar, (2007): Investigate talent management and its relationship to levels of employee engagement using a mixed method research design. The first phase was a survey on a sample of 272 BPO/ITES employees, using Gallup q12 or Gallup Workplace Audit. Focus group interview discussion was based on reasons for attrition and the unique problems of employee engagement. In the second phase, one of the BPO organizations from the phase I sample was chosen at random and exit interview data was analyzed using factor analysis and content analysis. The results were in the expected direction and fulfilled the research aims of the current study. In the first phase low factor loadings indicated low engagement scores at the beginning of the career and at completion of 16 months with the organization. High factor loadings at intermediate stages of employment were

indicative of high engagement levels, but the interview data reflected that this may mean high loyalty, but only for a limited time.

In the second phase factor loadings indicated three distinct factors of organizational culture, career planning along with incentives and organizational support. The present study indicated that a good level of engagement may lead to high retention, but only for a limited time in the ITES sector. The need for a more rigorous employee engagement construct is indicated by the study.

Conclusion

In last ten years there is radical change in terms of study on employee engagement. Earlier research were limited to few sectors like manufacturing sector now more focus on new sector like hospitality. Earlier dimension like supervisory support, organizational policies which were related to organizational level were tested against employee engagement now factors like self evaluation, locus of control (individual level) are focus of research.

Worldwide both in academic community as well as business community employee engagement is acknowledged as very important factor and it's a hot topic among research scholar but in India situation is little disappointing. Very few researches has been done on this topic so much more need to be done in Indian context as importance of employee engagement is now acknowledged worldwide so its antecedents need to identified in Indian context as well.

References

Bakker, A.B., Hakanen, J.J., Demerouti, E., Xanthopoulou, D. 2007. Job resources boost work engagement particularly

- when job demands are high. *J. Educat. Psychol.*, 99: 274–284.
- Bhatnagar, J. 2007. Talent management strategy of employee engagement in Indian ITES employees: key to retention. *Employee Relati.*, 29(6): 640–663.
- Burke Ronald, Mustafa Koyuncu, Lisa Fiksenbaum, 2009. Gender differences in work experiences, satisfactions and wellbeing among physicians in Turkey. *Gender Manag. Int. J.*, 24(2).
- Kahn, W.A. 1990. Psychological conditions of personal engagement and disengagement at work. *Acad. Manag. J.*, 33(4): 692–724.
- Maslach, C., Schaufeli, W.B., Leiter, M.P. 2001. Job burnout. *Annu. Rev. Psychol.*, 52(1): 397–422.
- Mauno, S., Kinnunen, U., Ruokolainen, M. 2007. Job demands and resources as antecedents of work engagement: A longitudinal study. *J. Vocational Behav.*, 70(1): 149–171.
- Osman M. Karatepe, Olusegun A. Olugbade, 2009. The effects of job and personal resources on hotel employees' work engagement. *Int. J. Hospitality Manag.*, 28(4-28): 504–512. doi:10.1016/j.ijhm.2009.02.003
- Ram, P., Prabhakar, G.V. 2011. The role of employee engagement in work-related outcomes. *Interdiscipl. J. Res. Business*, 1(3): 47–61.
- Saks, A.M. 2006. Antecedents and consequences of employee engagement. *J. Manag. Psychol.*, 21(7): 600–619.
- Schaufeli, W.B., Bakker, A.B. 2004. Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *J. Organizat. Behav.*, 25(3): 293–315.
- Sharma Baldev, R., Anupama, R. 2010. Determinants of employee engagement in a private sector organization: An exploratory study. *Advances in Management.*
- Xanthopoulou, D., Bakker, A.B., Demerouti, E., Schaufeli, W.B. 2009. Reciprocal relationships between job resources, personal resources, and work engagement. *J. Vocat. Behav.*, 74(3): 235–244.