A STUDY ON ENGAGEMENT AND EMPLOYEE INVOLVEMENT

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ABSTRACT

Employee engagement is the level of commitment and involvement an employee has toward their organization and its values. According to Kahn, employee engagement is simply defined as ‘passion for work’, a psychological state which is seen to encompass the three dimensions of engagement. Employee 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 fulfills their organization’s interests. An engaged employee is a person who is fully involved in, and enthusiastic about, his or her work. Most organizations today realize that a ‘satisfied’ employee is not necessarily the ‘best’ employee in terms of loyalty and productivity. The Employee Engagement surveys are conducted to determine the ability to determine high performance level and business results. The Engaged employees also normally perform better and are motivated and they are retained in the organization. The Employee engagement is critical to any organization that seeks not only to retain valued employees, but also increase its level of performance. A study was conducted in Suzlon private limited to analyse engagement and employee involvement and the results were discussed in this paper.

1. INTRODUCTION

Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve context, and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values. Kahn (1990) defines employee engagement as “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”. The cognitive aspect of employee engagement concerns employees’ beliefs about the organisation, its leaders and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organisation and its leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles. According to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organisational role. Most often employee engagement has been defined as emotional and intellectual commitment to the organisation (Baumruk 2004, Richman 2006 and Shaw 2005) or the amount of discretionary effort exhibited by employees in their job (Frank et al 2004). Although it is acknowledged and accepted that employee engagement is a multi-faceted construct, as previously suggested by Kahn (1990), Truss et al (2006) define employee engagement simply as ‘passion for work’, a psychological state which is seen to encompass the three dimensions of engagement discussed by Kahn (1990)."

1.1 STEPS TO MEASURE EMPLOYEE ENGAGEMENT:

Gallup research consistently confirms that engaged work places compared with least engaged are much more likely to have lower employee turnover, higher than average Customer loyalty, above average productivity and earnings. These are all good things that prove that engaging and involving employees make good business sense and building Shareholder value. Negative workplace relationships may be a big part of why so many employees are not engaged with their jobs.

Step I: Listen

The employer must listen to his employees and remember that this is a continuous process. The information employee’s supply will provide direction. This is the only way to identify their specific concerns. When leaders listen, employees respond by becoming more engaged. This results in increased productivity and employee retention. Engaged
employees are much more likely to be satisfied in their positions, remain with the company, be promoted, and strive for higher levels of performance.

**Step II: Measure current level of employee engagement**
Employee engagement needs to be measured at regular intervals in order to track its contribution to the success of the organization. But measuring the engagement (feedback through surveys) without planning how to handle the result can lead employees to disengage. It is therefore not enough to feel the pulse—the action plan is just as essential.

**Step III: Identify the problem areas**
Identify the problem areas to see which are the exact areas, which lead to disengaged employees.

**Step IV: Taking action to improve employee engagement by acting upon the problem areas**
Nothing is more discouraging to employees than to be asked for their feedback and see no movement toward resolution of their issues. Even the smallest actions taken to address concerns will let the staff know how their input is valued. Feeling valued will boost morale, motivate and encourage future input. Taking action starts with listening to employee feedback and a definitive action plan will need to be put in place finally.

### 1.2 Engagement Activities

**Learning and Development Opportunities:**
- Leadership Development Programs
- Technical Training
- Behavioral Training
- Brown Bags & Quests

**Awards & Recognition Programs**
- Performance Management
- Awards

**Work Life**
- Integration within the Company
- Fun at work place
- Birthday bash

### 2. REVIEW OF LITERATURE

#### 2.1 Engagement and Employee Involvement

The CIPD survey conducted by Truss et al (2006) suggests that strengthening employee voice can make a difference to organisational performance. Employee voice can be defined as the ability for employees to have an input into decisions that are made in organisations (Lucas et al 2006). It has been argued that one of the main drivers of employee engagement is for employees to have the opportunity to feed their view upwards (Truss et al 2006). Research by Robinson (2006) suggests there is considerable evidence that many employees are greatly under-utilised in the workplace through the lack of involvement in work-based decisions. Employee involvement is seen as a central principle of ‘soft’ HRM, where the focus is upon capturing the ideas of employees and securing their commitment (Beardwell and Claydon 2007). Blyton and Turnbull (2004:272) argue that employee involvement is ‘soft on power’. However, Purcell et al’s (2003) study found a number of factors to be strongly associated with high levels of employee engagement thus demonstrating it is an important factor, which was identified key behaviours, which were found to be associated with employee engagement. The behaviours included belief in the organisation, desire to work to make things better, understanding of the business context and the ‘bigger picture’, being respectful of and helpful to colleagues, willingness to ‘go the extra mile’ and keeping up to date with developments in the field. Furthermore, the research found that employee engagement was closely linked to feelings and perceptions around being valued and involved, and that the key drivers of engagement included effective leadership, two-way communication, high levels of internal co-operation, a focus on employee development, a commitment to employee wellbeing and clear, accessible human resources policies and practices to which managers at all levels were committed. Recent research suggests that high-involvement work practices can develop the positive beliefs and attitudes associated with employee engagement, and that these practices can generate the kinds of discretionary behaviours that lead to enhanced performance (Konrad 2006). High involvement workplaces use “a system of management practices giving their employees skills, information, motivation, and latitude and resulting in a workforce that is a source of competitive advantage” (Guthrie 2001). According to Lawler and Worley (2006) for a high-involvement work practice to be effective and for it to have a positive impact on employee engagement, employees must be given power. They argue this will lead to employees having the ability to make decisions that are important to their performance and to the quality of their working lives, thus engaging them in their work. Purcell et al’s (2003) study found a number of factors to be strongly associated with high levels of employee engagement. The one thing all of these factors had in common was that they were connected with an employee’s involvement in a practice related to their work. For example, effective communications was found to be a factor as engagement levels were affected by the amount of information employees received about how well the company was performing and how they contributed to the company achieving its business objectives. Soltis (2004) argues in order to create a highly engaged environment managers must be engaged; “if managers aren’t engaged its unlikely employees will respond to any efforts to engage them”.

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The approach to employee engagement, discussed by Robinson et al (2004), stresses the importance of 'feeling valued and involved' as a key driver of engagement. Within this umbrella of feeling valued and involved there are a number of elements that have a varying influence on the extent to which the employee will feel valued and involved and hence engaged.

Robinson et al (2004) state that this model can be a useful to organizations towards those aspects of working life that require serious attention. If engagement levels are to be maintained or improved this model can be implemented.

2.3 The CIPD (2006C) Model of Employee Engagement:

A model produced by the CIPD (2006c) and presented in the organization’s Employee Attitudes and Engagement Survey of 2006, brings various elements of employee engagement together in one overarching model. This then formed the basis of the survey, which was carried out across the private and public sectors. This model illustrates the linkages and important factors in each of these elements, with arrows indicating directions of influence:

The model was used by CIPD in their annual attitude and engagement survey, with the finding that there is in fact a lot that managers and leaders can do to drive up engagement. Levels of trust and confidence in senior management and line managers were found to be 'disappointingly low' in the survey, however CIPD (2006c) cites this as an opportunity for managers to evaluate how their own organization compares with the national sample and to consider how best to harness the engagement levels of their own workforce.
3. OBJECTIVES OF THE STUDY

1. To Study the employee Engagement practices at Suzlon Energy Limited.
2. To find out the satisfactory level of employees with the current System.
3. To determine the drivers that promotes employee engagement.
4. To find out the relationship between employee engagement and employee involvement in the organisation.

3.1 HYPOTHESIS OF THE STUDY

- Ho: There is no relation between existing employee engagement system and employee involvement.
- H1: There is a relation between existing employee engagement system and employee involvement.

4. RESEARCH METHODOLOGY

Methodology is a plan of action for a research project and explains in detail how data are collected. The basic concept of research methodology refers to the way in which companies conduct their research and how they collect the data they need. Whenever a company or organization needs to investigate a particular area of their business dealings, they need to adapt the most suitable research methodology for the job. Data collection is a term used to describe a process of preparing and collecting data. The purpose of data collection is to obtain information to keep on record, to make decisions about important issues, or to pass information on to others. Data are collected from two sources, primary and secondary. The primary data was collected from the employees of Suzlon private limited with the help of well-structured questionnaire. The sample size of the study was sixty employees of Suzlon private limited at Puducherry and Stratified quota sampling was employed to collect data from the employees.

5. ANALYSIS OF THE STUDY

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<th>Table: Analysis of the relationship between the employee engagement system and the employee involvement</th>
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<td>Employee Engagement</td>
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** Correlation is significant at the 0.01 level (2-tailed).

6. RESULTS AND DISCUSSION

The overall satisfactory level on current employee engagement system is found to be 70%. The training and development program carried out by the organization are very much helpful to the employees (68%) to attain their career growth. The analysis says that only 48% of the employees are satisfied with their immediate management. From the study it is found that the supervisors do a good job in giving regular feedback to the employees, which in turn is accepted by 66% of the employees. According to the analysis it is found that 75% of the employees are satisfied with the performance appraisal system followed in the organization. It is also found that the managers make the employees feel great by recognizing and praising them for the work done. The communication system in the organization is very strong, that 75% of the employees agree that they receive proper communication for the work to be done. About 51% of the employees feel that the co-workers are communicative to work with. About 50% of the employees feel that they are fairly treated at work. It is most interesting that 70% of the employees feel healthy and safe during work in the organization. The response obtained from the employees confirms, about 52% of the employees agree that co-operation exists in all levels of management including the individual. About 45% of the employees are satisfied with their job. The calculation from the table it is clear that employee engagement and employee involvement has positive correlation. Thus there is relation between employee engagement and employee involvement.
7. CONCLUSION

In a rapidly changing world, employee engagement is one of the main features of every organization so as to cope up with the changes in the environment. The present study on employee engagement at Suzlon private limited reveals that majority of the employees are satisfied with the employee engagement practices followed in the organization. The study insists that the need for further improving employee engagement would certainly lead to a better outcome than before. If the organizations put on some efforts in reaching the employees expectations it would achieve higher amount of productivity. The only way for a better future of the organization lies in satisfying the employees.

8. REFERENCES