

Study on Job and Organizational Related Factors Affecting Employee Engagement

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Abstract

Private companies in India still facing low employee engagement problem. As per Gallup worldwide employee engagement is at unexpectedly low 13%. An organization needs to be come up with innovative policies to address this issue. In the modern competitive world, it's crucial for organizations to focus on their manpower and understand what are the factors which drive employee engagement. This study attempts to understand the major job and organizational related factors which affects employee engagement in the private sector of India. Independent variables included in this study are Job characteristics, organizational support, work-life balance, role benefits and innovation at the workplace. Dependent variable for this study is employee engagement. Initially, it was assumed that there is a positive relationship between all independent variables and dependent variable. Survey data collected from private companies and the number of respondents was 141 with a 68% response rate. The result of the study has shown all independent variables excluding job characteristics are significant for employee engagement. The study also suggests that organization need to come up with innovative practices and policies to minimize disengaged employees and need to convert moderately engaged employees to improve the productivity of the organization, decrease incurred costs and increase profits.

Keywords

Job characteristics, Organizational support, Work-life balance, Innovative workplace behavior and Employee engagement.

1. Introduction

Engaged employees as those who are involved in enthusiastic about and committed to their work and workplace. To create an environment or people flourish employer needs to understand what is meant to be engaged with an employee and how to manage people in their workforce. Employee engagement is about individual and organizational performance. Employees who are engaged based on key workplace elements predict important organizational performance.

When your employees are engaged, they don't just become just happier they become better performers. Organizations falter in creating a culture of engagement when they solely approach engagement as an exercise in making their employees feel happy. Simply measuring satisfaction and catering to their wants often to fail to achieve the underlying goal of the employee engagement – improved outcomes. Although the concept of employee engagement and job satisfaction are interrelated, they are not synonymous. Satisfaction means an employee is happy with their job or organization. Satisfaction is an attitude like organizational loyalty or pride. Engagement is about employees are actively invested in their work and value they add to the organization.

When employees are engaged, they become emotionally attached to their work and workplace. As a result, their individual performance soars, and they propel their team and organization to improved outcomes such as higher levels of productivity, safety, and quality. Engaged employees do more work highly engaged organizations realize

a reduction in absenteeism and an increase in productivity. Engaged employees are more likely to stay with their employers. Engaged workers are more mindful of their surroundings. They are aware of safety procedures and diligent about coworkers and customers. Highly engaged business unit realizes a decrease in employee safety incidents. Engaged employees are concerned more about the product and services they deliver to customers and the overall performance of their organization. An organization with highly engaged employees experienced a reduction in quality defects and improvement in profitability.”

Employee engagement is one of the talked things about business today besides profit. Engaged employees create a better performance for the companies even to bottom line. Various reports on employee engagement show only 13% of employees are engaged worldwide so there is a gap there as well opportunity to create great impact result.

Employee engagement is not just limited to an annual survey, it's not something manager has to do based on the survey, create action plan get better and then forget about it until doing survey next time. It is not number on the survey; the number just serve as a snapshot or measurement in time. Employee engagement is not just fallacy. It engages employee who want to do a good job, those who want to improve and strive for better performance. Sometimes the manager doesn't do team building, don't know how to do that well because they don't believe in it. They want to do done their way and still believes in command and control. Employee engagement is ownership we treat employees as partners, and you have to motivate them. With surety Companies with engaged employees outperforms other companies without it. Organization success depends on employee's success so there are perspective change leaders need to have. If they succeed and perform on a higher level, then that's a reflection on organization performance as well. Today there is the need to origination must understand this mantra to succeed in a competitive environment.

Managers should more focus on 'what does my team need from me to succeed' and not on 'what does my team need to do to succeed, what are they going to give me'. What's leaders to do is change their focus and perspective. "Organizations put too much emphasis on measuring rather than improving engagement they fall in a survey trap where viewing engagement is just a surveying program focusing more on survey data and reports than development. Defining engagement as a percentage of employees who are not dissatisfied. Relying on measures to tell leaders and managers what they want to hear and finally measuring worker's satisfaction, happiness levels and catering to their wants.

1.1 Objectives

The study is conducted to sought following objectives.

- a) To study in detail about the factors related to Employee Engagement.
- b) To determine the effect of factors on employee Engagement.

2. Literature Review

Kaaviyapriya and Xavier (2020) suggested that organizations must frequently check the employee performance management. So that they able to find out the influencing factor of the employees for low engagement. By doing so, the organizations can able to increase employee's performance and productivity. Nagesh et al. (2019) described that "employee engagement refers to the mental and emotional attachment of an employee with the organization. Employer must work to develop and nurture engagement, which requires a two-way relationship between employer and employee."

Anitha, (2017) carried out a research study and she found that the linkage between engagement and performance is consistent with engagement models, theory, and research. Pooja and Shubhangi (2016) carried out a study and they found that the leadership should engage employees. Employees feel that suggestions should be considered and also queries will be looked into.

Chandra (2013) analyses that the organizations should not only provide their employees with good infrastructure, but also freedom to do their job and the organizations should focus on retention.

Psychometrics Canada Ltd. (2010) states employee engagement as "feeling of organizational members towards their work which results in higher productivity, low absenteeism and loyalty towards the organization as well." In 2010 psychometrics Canada Ltd. surveyed 368 Human Resource professionals working in business, government, consulting, education, and not-for-profit organizations. Respondents show the major reason for disengagement is because of bad work relationships (29%) & lower productivities (25%). One of the findings is that disengage employees do not leave the organization, they remain in there and cause damage to productivity, efficiency, and relationships.

Wellins and Concelman (2005) described that “employee engagement as the composition of devotion towards work, interest in job & liability.” “Employee engagement is the involvement of organizational members at an individual level along with job satisfaction” Harter et al. (2002). Wellins and Concelman (2005) suggested that “actively commitment is to be employee engagement.”

Erickson (2005) suggested that job characteristics as the major antecedent of engagement, she states that the job plays a key role in employee engagement compared to the organizational role. job outcomes affect staff commitment to more than organizational level outcomes.

Maslach et al. (2001) suggested: “there are six major areas which lead to burnout and engagement: load of work, role benefits, social support, unbiasedness, autonomy and decision making.”

Bass (1999) put forward the idea that when the appraisal of the employee is considered, high engagement results because of increased levels of work commitment. Lower commitment toward organizational goals also result in lower levels of work commitment. Here self-involvement is important as it refers as the willingness of employee towards the goal of the organization.

Kahn (1992) described the employee engagement in detail by differentiating the cognitive and physical presence and conduct of engagement. He advised that it's not just merely job motivation rather true nature with work is based on how employee connects himself with work and how addresses difficult issues. Work is part of employee identity. Based on the above definitions, we can conclude that engaged employee is the one who actively committed towards work, satisfied and emotionally attached to his work as well as with job environment.

Kahn (1990) analyses that engagement of members of the organization varies with role benefits they receive from their role. “Employee engagement can be described as the utilizing and harnessing employee's skills to their job and work” Kahn (1990). In employee commitment employee express themselves mainly on three levels. Physical, emotional and cognitive level.

2.1 Antecedents of Employee Engagement

2.1.1 Job Characteristics

Job characteristics can be divided into two categories. As explained in job resources model first category is job requirements and later one is job resources (Vansteenskiste, Witte and Lens, 2008). First category also defines as job demands which affects ability of individual employees and has indirect costs such as psychological and physical costs. Job resources relate to the work environment's physiological, behavioral, environmental or organizational aspects.

- 1) Can lower the health effects of job demands
- 2) Is usable to achieve job goals
- 3) Enhances personal development & progress

Job resources involves attributes such as talent utilization opportunities, sufficiency, administrative help, performance suggestions, financial gains and professional opportunities. The first hypothesis is proposed on the basis of the above literary works:

H1: “Job characteristics positively related to employee engagement”.

2.1.2 Role Benefits

Perceived role advantage, intrinsic in frontline employment, is a structure obtained from role theory. In service engagements, workers who work closely with the client comprise what is recognized as border-spanning jobs (Bateson, 1989). Border-spanning workers are the touch points a company has with its work environment. Based on the above limiting position of what Chung and Schneider (2002) define helping various masters, the service worker faces difficulty highlighting the complicated atmosphere where frontline staff operates.” Such "masters" can may be dividing in: external masters (i.e. business clients) and innermasters (i.e. executives). Tasks are collections of actions anticipated of an individual up in a particular situation. In addition, as per position hypothesis, when a human is unable to meet the requirements of various positions he or she is supposed to undertake, he will face pressure or, more exactly, task pressure.

The role theory study as a consequence of various positions has quite commonly highlighted the adverse aspect of role pressure. But, when acting in various jobs involves beneficial elements, it really is sensible. For instance, whereas the positions connected to the job of the assistants might be exhausting, they still offer possibilities for career awareness, career advancement, variety, enjoyment and even enthusiasm. Because of the presumed

advantage of the work, playing various positions can be encountered as an aspect of a significant work. This research focuses on various positions or beneficial elements of behavioral advantages (Keaveney and Nelson, 1993, for example). Sieber (1974) categorized the beneficial advantage of various positions into four kinds:

- 1) Rights of position;
- 2) General safety of reputation;
- 3) Improvement of character and improvement of identity; and
- 4) Improvement of reserves

This research implies that an individual's understanding of the job advantages may boost a laborer's participation. Consequently, workers' role benefits are strongly linked to worker commitment.

Based on above literature discussion study proposes second hypothesis:

H2: "Role benefit is positively related to employee engagement".

2.1.3 Perceived Organizational Support

Perceived organizational support reflects the organization's overall expectations of its members and recognition of personal value and their contribution to it in a subjective perception way. "Social exchange theory" and "reciprocity principle" have always been the theoretical basis of research on organizational support and employee engagement. The premise of the social exchange relationship is that if a person gives another person a favor, he believes that he will receive a corresponding return from the other person in the future. Similarly, if organizational support was perceived by the employees, then they will believe that the organization will fulfill its obligations of exchange in the future and think that they are obligated to repay the organization, so they will work hard in order to obtain the material and spiritual rewards, thus realize social exchange

Related research shows that organizational support has a direct positive predictive effect on knowledge workers' job involvement. The research on the negative behavior of the job involvement conducted by Wayne found that perceived organizational support can significantly inhibit the negative behavior of employees. Based on the above analysis, the following assumptions are put forward: The third hypothesis is proposed on the basis of the above literary works:

H3: "Perceived organizational support positively related to employee engagement".

2.1.4 Innovative Behavior

This research connects staff commitment to innovation at work for two purposes. First, Miles (2000) defines service development research as "being ignored and insignificant which is contradictory because service industry development has been so extensive that it is prevalent to mark a service-dominated industry (Tether, 2005). Due to the absence of studies on service development, there has been a demand for more development studies in service companies. For instance, in order to enhance service distribution methods, Wong and Ladkin (2008) highlight the need for innovation. Consequently, there are excellent factors to focus on creative activities.

As per Schumpeter (1934), a "system innovation is the implementation of a fresh manufacturing technique, such as a fresh manner of handling a product effectively."

Engaged members of organization are energetic and passionate about their job. distinct features of the engagement of a person (i.e., strength, commitment, and acceptance) show the favorable condition of mind of that person. Schaufeli et al. (2002) define commitment as "constructive." Therefore, commitment is linked to favorable emotional experiences (e.g., happiness). In commitment, the positive mental state implied has two tightly associated impacts that can boost innovative conduct. Given the complexity of the commitment, it is logical to believe that "employee engagement" is influenced by innovative behavior. This research indicates that employee engagement is favorably linked to workers' innovative behavior based on appropriate literature.

The fourth hypothesis is proposed on the basis of the above literary works:

H4: "Innovation at work positively related to employee engagement."

2.1.5 Work Life Balance

Work-life balance also termed as "The ability of employee to fulfill both responsibilities towards organization, family and other responsibilities as well is termed as work life balance." Work-life balance relates to decreased pressure and enhanced life happiness, with some sign that the relationship builds up over period. It seems to have a significant effect on the workforce in the rest of life While the focus on household (in terms of moment, participation and happiness) is connected to improved quality of life, the disparity created by greater focus on job

has an adverse impact on quality of life, influenced by enhanced disputes between job and family and anxiety (Greenhaus et al. 2003).

Typically, work-life balance was seen as a problem for individual staff, with organizational attempts to enhance work-life balance concentrating on initiatives directed at assisting staff better handle their home life (e.g. child care or therapy). with growing knowledge of the present skills gap and fight for competence a delicate change from reacting to personal worker demands to a wider company situation has been noted in the work-life balance statements (Russell 2002; Thorthwaite 2004). Supporters claim that “work-life balance” leads to staff commitment (work satisfaction and organizational engagement which in turn adds to higher efficiency). Based on above literature discussion study proposes fifth hypothesis:

H5: “Work life balance positively related to employee engagement”.

2.2 Limitations of Previous Studies

Previous studies considered a few independent variables, although we can contribute to other independent variables such as reward & recognition, job resources, supervisor confidence, and job characteristics. Survey collected a small number of employees in the private sector and a variety of sectors is limited. The time allocated for conducting a study was only a few days and a larger sample could therefore not be selected. Factors such as Work environment and organization culture were not considered.

3. Methodology

3.1 Research Framework

New framework has been developed for these studies based on past studies by Slatten and Mehmetoglu (2011). Slatten & Mehmetoglu's underlying research framework (2011). In new framework additional variable Perceived organizational support is added from Medlin and Green (2009) and work life balance from Tara Shankar and Bhatnagar (2010) in addition to the other preceding Job Autonomy, Strategic Attention and Role Benefit variables. According to previous research studies, we assume that new framework hypothesis is positively related to employee engagement. Past studies from Slatten and Mehmetoglu (2011); Medlin and Green (2009) have been further investigating the perspectives of Innovative Behavior and employee Performance. Figure 1 represents research framework model which describes hypothesis considered for study.

- H1: Job characteristics is positively related to employee engagement
- H2: Perceived organizational support is positively related to employee engagement
- H3: Role benefit is positively related to employee engagement
- H4: Innovative workplace behavior is positively related to employee engagement
- H5: Work-life balance is positively related to employee engagement

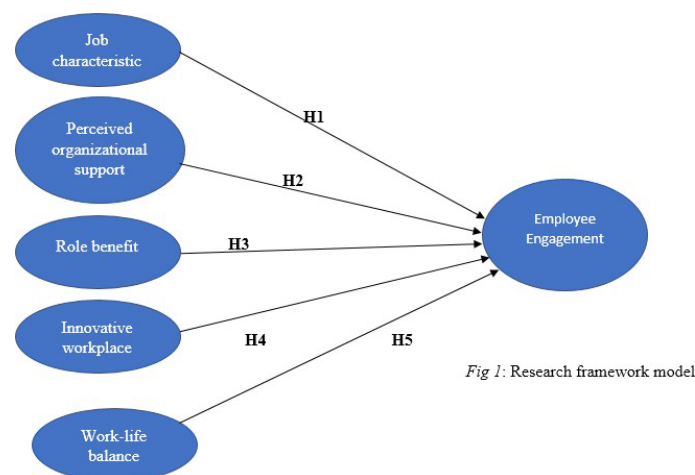


Fig 1: Research framework model

Figure 1. Research Framework Model

3.2 Sample

The sample population will consist of employees from the IT sector, Engineering and manufacturing sector, accountancy banking and finance sector, business consultancy and management sector, educational institutions

from both the private and public sectors in order to gain a widespread view of job satisfaction, employee engagement and work commitment that was missing in previous studies as the previous study in this field was carried out on the single industry employee. The employees level data were collected using online standardized questionnaire set.

Overall 140 questionnaires were collected with response rate of 68%. Response rate was increased by direct communication, personal messages etc. Sample consists of 64% male and 36% female. In age category 55.7% comes under 25 to 34-year bracket and 32.1% comes under 35 to 44 years bracket so research study is mainly focused on young generation. In work experience category 47% comes under 2 to 5 years' bracket, 42% falls under less than 2 years' experience, 8% falls under 6 to 8 years' experience bracket and rest are above 8 years' experience. In education 36% respondents holds master's degree while 38% respondents hold bachelor's degree and rests consists of diploma and PhD degree holders. In job category 44% respondents are management employees, 33% are executive employees and 23% respondents are non- executive employees. Work sector consists of Engineering and manufacturing (29%), Accountancy and finance (14%), business consultancy and management (30%), IT (18%), Healthcare and others (9%).

4. Data Collection

The survey data associated with this study collected from employees of the private sector involved in the Engineering and manufacturing, Accountancy and finance, business consultancy and management, Healthcare and others. Employee involvement included levels of their age, gender, academic qualification, job category, and overall year of work experience. Past studies of Slatten and Mehmetoglu (2011); Medlin and Green (2009); King and Horrocks, (2010); Taipale and Selander (2011); Vanam (2009) and Saks (2006) have structured a set of questionnaires. This structured survey consists of two main sections, Section A, respondent background (5 features) and Section B, set of questionnaires from the Company Goal Setting, Job Autonomy, Job characteristics, Role Benefit, Work life balance & Employee Engagement. In Section A, respondents must respond to their socio-demographic characteristics by selecting the appropriate boxes, including age, gender, educational level, job category and overall year of work experience. While in Section B, for all questionnaires, the prospect respondent must respond to a Likert-type five-point scale (Strongly agree - 5 and strongly disagree - 1).

5. Results and Discussion

5.1 Cronbach Alpha Test for Reliability

The Cronbach alpha is generally used to measure “internal consistency”, here internal consistency means measure how closely related group of items to each other. It is a measure of reliability of the scale. The questionnaire consisted of six main sections of the conceptual framework model in Figure 1 covering the six constructs. The first section included questions related to job characteristics. The items used for job characteristics were from Hackman and Oldham (1980) and modified. The second section consisted of questions related to role benefits.” Alan M. Saks (2006) used the six items for this construction. The third section measured innovation at work Janssen (2000) were the five items for this construct. The fourth section consisted of the Perceived organizational support. The five items used were Eisenberger et al. (1986;1990) based. The fifth covered the Work life balance. The five measuring work life balance items were from Brough et al. (2014) and slightly modified to fit this study's objectives. The sixth covered employee engagement used six items for construction of scale from Schaufeli et al. (2006). For all items, the subjects responded to a Likert-type five-point scale. Strongly agree with (5) and (1) strongly disagree with these measures. Table 1 provides Cronbach alpha associated with each variable.

Table 1. Cronbach alpha associated with variables

Variable	Cronbach alpha	Item
Job characteristics	0.627	5
Role benefits	0.794	6
Perceived organizational support	0.805	5
Innovation at work	0.877	5
Work life balance	0.882	5
Employee engagement	0.891	6

(Source: by Author's Questionnaire data, 2021)

5.2 Descriptive Statistics

Descriptive coefficients in descriptive statistics summarizes given set of data. This data can be whole population or sample of population depending upon type of research. Descriptive coefficient which describes descriptive

statistics further can be divided into two categories central trend measurements and variability measurements coefficient. Descriptive statistics includes summarizing and explaining data in concise manner so that reader can easily understand that data in Table 2.

Table 2. Descriptive statistics of variables.

Variable	Mean	Mode	Median	Variance
Job characteristics	3.75	4	4	0.88
Role benefits	3.68	4	3.5	0.91
Perceived Organizational support	3.77	4	4	0.95
Innovation at work	3.55	4	4	0.95
Work life balance	3.63	4	4	0.82
Employee engagement	3.51	4	3.5	0.87

(Source: by Author's Questionnaire data, 2021)

5.3 Multicollinearity Diagnosis

Multicollinearity signifies the existence of highly interrelated variables in given regression model, and its impact is to disprove some of the assumptions that underlie their mathematical assessment. It is not unusual that in multiple regression models it is regarded among the most serious problems. Multi-collinearity analysis measures the number of variables associated with other variables and how this impacts the stability and variability of regression calculations. From table 3, we can conclude that there is strong positive relation between Perceived organization support and Role benefits (0.706), while remaining correlations between variables falls under moderate positive relationship.

Table 3. Multicollinearity relations

		Correlations					
		Work life balance	Job characteristics	Role benefits	Perceived organizational support	Innovation at work	Employee engagement
Work life balance	Pearson Correlation	1	.404**	.472**	.571**	.354**	.477**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
Job characteristics	Pearson Correlation	.404**	1	.600**	.615**	.545**	.547**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
Role benefits	Pearson Correlation	.472**	.600**	1	.706**	.521**	.634**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
Perceived organizational support	Pearson Correlation	.571**	.615**	.706**	1	.594**	.694**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
Innovation at work	Pearson Correlation	.354**	.545**	.521**	.594**	1	.615**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
Employee engagement	Pearson Correlation	.477**	.547**	.634**	.694**	.615**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

(Source: by Author's data analysis, 2021)

5.4 Multiple Regression Technique

Dependent variable

- Employee engagement

Independent variables

- Job descriptions
- Innovation at work
- Work life balance
- Role benefits
- Perceived organizational support (Figure 2)

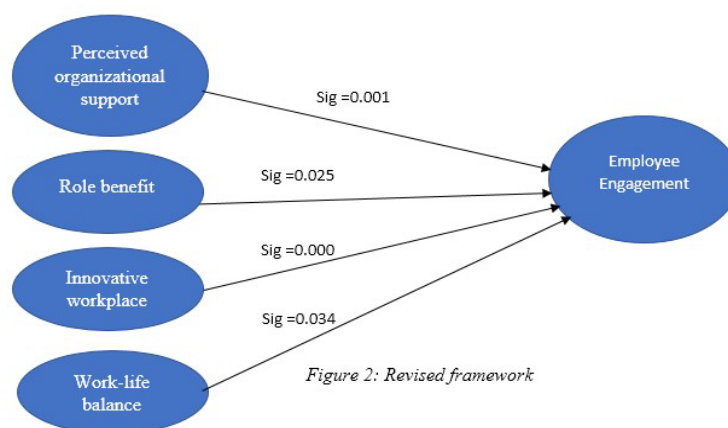


Figure 2. Revised Framework

Results of hypothesis testing showed that the independent variable, i.e. job characteristics, had to be dropped because significance is more than 0.05, (table 3) here confidence interval is 95%. Employee engagement is positively influenced by Role benefits, Perceived organizational support, innovation at workplace and work life balance.

- H1: Perceived organizational support is positively related to employee engagement
- H2: Role benefits is positively related to employee engagement
- H3: Innovative workplace is positively related to employee engagement
- H4: Work life balance is positively related to employee engagement

From table stepwise regression result indicate that four independent variables (Role benefits, perceived organizational support, Innovation at work, Work life balance) are significant predictors of employee engagement. Equation for revised model is given below

$$EE = 0.228(RB) + 0.362(PS) + 0.269(IW) + 0.216(WB) + 0.548$$

Where
 RB – Role benefits
 PS – Perceived organizational support
 IW – Innovation at work
 WB – Work life balance

Statistical analysis shows R square as 0.569. this indicates that model accounts 56.9% of variance of employee engagement.

5. Applications

In conclusion Organizations should focus on innovation at. the study suggests that organization need to focus on innovation at workplace, organizational support, work-life balance and rewards and recognition of employees. Employees feel motivated if the organization provides autonomy, innovative work culture, resources. Following are some of the benefits of engaged employees;

- 1) Increased productivity - Motivated employee works with higher efficiency hence results in higher productivity
- 2) Higher retention - An engaged employee who is satisfied and motivated wouldn't leave the organization which will reduce organization expense on hiring related costs.
- 3) Increased loyalty towards organization - Engaged employee takes responsibilities of his or her work and act as the owner. they are loyal to your company and therefore act as company ambassadors.

6. Limitations

Total number of independent variables which are considered for this study is only 5. Which can be increased further by adding variables such ac work culture, organizational environment, organizational goals and strategies,

job resources and communication. as model accounts only 56.9% of variance of employee engagement, this signifies that we must include other independent variables as well.

Number of respondents was only 141 and all of them from private sector although we can contribute from other sector such as agriculture, mining, petroleum, transport and government offices.

7. Conclusion

Low percentage of engaged employees in organization still remain as one of major problems in Indian industries, especially private industry. The aim of this study to identify which factors affect employee engagement. For this research we included job characteristics. Innovative workplace behavior perceived organizational support, work-life balance and Role benefits as independent variables and employee engagement as dependent variable. Result and conclusion of the study as follows.

- 1) Perceived organizational support is positively related to employee engagement
- 2) Role benefits is positively related to employee engagement
- 3) Innovative workplace is positively related to employee engagement
- 4) Work life balance is positively related to employee engagement
- 5) Job characteristics is not significant to employee engagement.
- 6) Perceived organizational support has maximum impact on employee engagement.
- 7) 56.9% variance of employee engagement accounted by model

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