

# A Breakdown of factors influencing Employee Engagement.

**Adriana Carlene Nongrum**

Symbiosis Institute of Business Management, Bengaluru

## ABSTRACT

The aim of this study is to understand the breakdown of the dedication and devotion of employees to their work. I want to project the embodiment of how employee engagement is a significant tool for the most successful results for any company. The significance of employee engagement and how it is coming up in many companies has not yet reached its potential. Most people want security and stability when it comes to jobs. The worth that people put in this stability depends on how much an individual can take risks. By risk, I mean, how willing a person is to take a risk and enter the job and remain committed to or committed to what he or she is doing in his or her job. For more than 15 years now, the idea of employee engagement has gained prominence, according to different reports. Organizations are currently strategically using motivated workers as a catalyst for improved results. I also want to understand or rather break down a few aspects of engagement in terms of employee engagement in this research, understand what engagement is in terms of semantics (meaning), assess what engagement theoretically means in terms of time, resources, difficulty, learning, co-workers and working environment. The study of the topic was done using nonprobability sampling and 200 responses were collected between August and September 2020. SPSS was used to run a regression analysis. The findings pointed out that the years of experience of an employee has a noteworthy impact on understanding Employee Engagement and hence improving performance.

## Keywords

Commitment, engaged, employees, importance, performance, working environment, co-workers, years of experience

*Article Received: 10 August 2020, Revised: 25 October 2020, Accepted: 18 November 2020*

## Introduction

Employee engagement according to me is getting work done because one is happy and satisfied for being recognized and doing well at work and contributing towards the progress of the organization. The real definition according to (Smith, 2020) would be Employee engagement is a human resources term that describes the level of passion and devotion that an employee feels towards his or her work. Engaged employees care about their jobs and the success of their company. They feel like it makes a difference to their jobs. Why employee engagement? Well, there are a variety of reasons if we break it down from a personal level and company level. When we talk about personal level(employee), a happy employee would work hard and get high returns for the company he or she is working for. Breaking it down further, we ask the question why happiness? Happiness because of the career path and enjoying his or her work. We also ask why career path and enjoying work? Naturally, it is because their work is exactly what they want. Why is it exactly what they want? It may be because their work appeals to their interests. Why must it appeal to their interests? Maybe because they are passionate about what they are doing, it pays them, and they grow. Why passionate, why does it pay and why can they grow? Simply because they are surrounded by equally passionate people, they are skilled at their work and they see their future directly/indirectly related to their job. From a company perspective, questions also arise as to how could the company ensure optimal conditions for employee efficiency or how can the organization's performance improve with engaged employees? The answer can be because when conditions are favorable, automatically there would be a drive in employees to be efficient and they would do what it takes to achieve organizational goals. Digging deep into this, we can ask why is there a drive in employees? Well, the reason can be because they are doing

it for the betterment of the company, and they feel a sense of purpose. Further, why betterment and sense of purpose? One reason can be because the employees would want to stay loyal to the company. Why loyalty? Loyalty because when something has to be achieved, loyalty plays a major role, and also hard work is put in. Why hard work? Hard work because one knows that the company would grow, and one would too along with it.

## Literature Review

### Employee Engagement and commitment

In general, employee loyalty is defined as the degree of commitment of an employee to the company and its values. The employee, along with his or her superiors, is aware of his or her responsibility for the company's goals and objectives while employees are involved or more involved, and he or she motivates them to accomplish the goals of the organization. The employee's positive attitude to his or her job and his or her value system is often referred to as an employee's strong emotional connection to his or her work. Engaged employees go beyond their duty to fulfill their job in the best possible way that can lead to excellence. This has been emphasized by (J, 2013). According to (Robert J. Vance, 2006), Dr. Vance has 25 years of experience in consulting, research and teaching and is a member of Vance & Renz, LLC of State College, a supplier of customer-focused solutions to issues in human resource management and organizational growth. He notes that workers who are engrossed in their jobs and dedicated to their companies offer a vital distinguishing feature to businesses, which implies greater efficiency and a lower turnover of employees. Therefore, it is not shocking that companies of all sizes and types have invested heavily in policies and programs that foster their workforce's dedication and

involvement. Caterpillar and Molson Coors Brewing Company are an example of two businesses that have benefited from improving involvement and dedication. They had an employee engagement and contribution program at Caterpillar called "Reaping Business Results at Caterpillar" in which they achieved \$8.8 million in annual savings from reduced turnover, absenteeism, and overtime in the European plant from their initiative. In the Asia-Pacific factory, a 70 percent rise in production in less than four months, a drop in the break-even point by almost 50 percent in units per day, an 80 percent decrease in complaints in the unionized plant and a \$2 million increase in profit and a 34 percent increase in the start-up plant are highly satisfied customers. In 2002, the Molson Coors Brewing Company saved \$1,721,760 in protection expenses by improving employee involvement. In the business, involvement also improved sales efficiency. While commitment is interpreted differently by various organizations, there are still some common themes. Themes included the happiness of workers and the confidence they have in their employer, the satisfaction that people have for what they do, and the way their employer values what is brought to the table. The greater the determination of the employee, the more likely he or she is to meet expectations and achieve excellent results (Robert J. Vance, 2006). According to Gallup's Employee Engagement Index (Harter, 2018), this is focused on worker responses to 12 elements of the workplace with proven ties to performance results. By showing percentages of engaged, not engaged, and actively disengaged workers, offers high-level insights into the workplace. Engaged staff are interested in their jobs and are passionate about them. Many that are not engaged are unattached to their job and company, and then some are deliberately disengaged who are not only miserable at work, they are resentful and potentially weaken what could be accomplished by engaged co-workers. 34 percent of US workers were interested in their job and workplace in 2016. In Gallup's 15+ years of monitoring employee engagement, this is the highest number. Many workers who were 53 percent were not engaged and have not been engaged for a while, leaving 13 percent of staff deliberately disengaged to potentially compromise organizational outcomes. They are not only pleased when workers are involved, but they become better performers. While there are interrelated definitions of employee engagement and work satisfaction, they are not synonymous. Satisfaction is when the worker is pleased with their job and their workplace. Satisfaction may also be an attitude such as allegiance to the company or a sense of pride. Engagement is when workers consciously engage in their jobs and the value they contribute to the company.

### Factors determining Employee Engagement.

Many factors can determine employee engagement according to research done by (J, 2013). The most significant being the work environment. Many studies do show that employee engagement results in a variety of aspects of the workplace. The easier it is for employees to voice their concerns the better. The main determinant of employee engagement is a meaningful work atmosphere that allows workers to achieve more focused work and interpersonal harmony. Leadership is the second major

factor influencing employee engagement according to (J, 2013). Most studies tell us that motivation happens automatically when leaders are inspirational. The leaders must state that the sacrifices made by the workers play an important role in the organization's overall success. When the work of employees is considered significant and relevant, what contributes to engagement and participation is what contributes to it. Another aspect that defines employee motivation is team and co-worker relationships. It builds loyalty when there are enough support and confidence and a supportive team. It makes employees feel safe when there is a supportive environment. According to (Maslach, 2001), six areas of work-life contribute to engagement or burnout, the load of work, power, incentives, and appreciation, social-support, equality, and values. They claim that the involvement of the workforce is related to a manageable workload, feelings of a welcoming work environment, fairness, and justice, meaningful and appreciated work, selection and control, adequate acknowledgment, and reward. Like burnout, the relationship between these is expected to mediate the interaction. Six work-life variables and different consequences of work. According to a study by (Crim, 2006), Connect, Career, Clarity, Convey, Congratulate, Contribute, Control, Collaborate, Credibility and Confidence are the 10 C's of Employee Engagement. As per a review by (Arti Chandani, 2016) More factors impact employee engagement, such as career development, effective talent management, authority, clarity of corporate values, norms and provisions, respectful treatment of workers, company ethical behavioral standards, Empowerment, fair treatment, assessment of success, pay and benefits, health and safety, happiness, needs of family, ability recognition, interaction, nature of work, organizational policies, emotional variables, variables of productivity and personality. The research done by Gallup shows that the organizations that have engaged workers have greater earnings per share and are seemed to recover from the recession at a fast pace (Harter, 2018). Beginning of the last quarter of the twentieth century, ideas such as Organizational Citizenship Behavior (OCB) and Employee engagement began to emerge because efficiency and quality lie within the capability and devotion of the workers. The eye of the managers is on how to keep their workers or rather employees interested in their jobs. The employers now know that they should concentrate on Employee engagement by establishing a more active and responsive workforce. Any steps taken by the management without willful employee participation and commitment can never be fruitful (Sridevi, 2010).

### Research Gap

A study done by (J, 2013) revealed that the research of employee engagement and dedication has more scope since it is a broad range. An in-depth review of employee engagement, in which a study has not been done so far on variables that could produce the separate impact of each element on engagement and therefore employee results. Therefore, we must look at employee engagement from different angles and conclude what the study is about.

Conceptual framework:

Based on my study of the literature, several factors impact employee engagement. As (J, 2013) stated, the working climate, followed by leadership and team and coworker relationships, is the most critical. Education and career growth, salaries, corporate practices, and well-being in the workplace are other considerations. Furthermore, a review of other factors done by (Arti Chandani, 2016) More factors affecting employee engagement has been listed. Figure 1 provides the variables that I want to learn how they influence employee engagement and thus promote employee success.

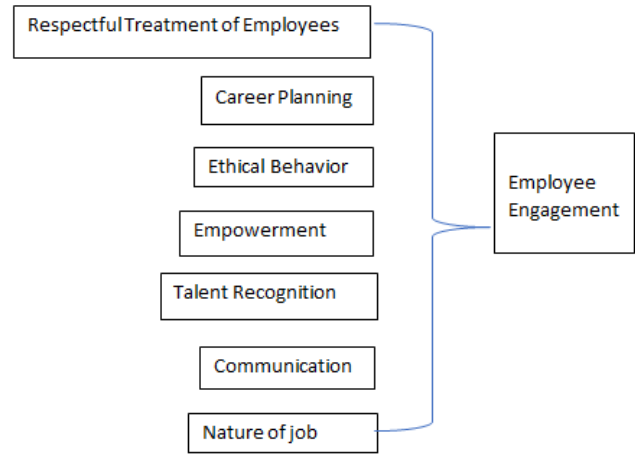


Figure 1: Various factors affecting Employee engagement and thus influencing performance.

**Justification:** The above variables are taken because they are important to my research and also because the above variables have not been statistically tested to evaluate their effect on employee engagement and thus promote employee success.

Objectives

- Finding out what encourages employee performance.
- To understand what commitment means to most employees.

Hypothesis

- H0: Years of experience do not influence employee engagement and does not encourage performance.
- H1: Years of experience influence employee engagement and do encourage performance.

Methodology

I had defined a few variables that could influence employee engagement before beginning my research, after which I developed a survey questionnaire to analyze the effect that could be caused by the same variables on employee engagement. The questionnaire assessed what was most important to workers when it comes to communicating with their company, according to priority. The respondents were asked whether they were aware of

Employee Engagement and to rank what factors are most relevant for them to be involved with their company based on their priority. As the method to evaluate the collected data, SPSS was used.

7.1 Research Design

The research design is experimental based on the results derived from the responses. Years of experience being the dependent variable and the factors taken into consideration being the independent variables.

7.2 Sampling Method

Non-Probability sampling is the sampling method I used. This method of research was used because of time constraints also because it was required for my study.

7.3 Sample Size

A total of 200 responses, of which only 164 were accurate, were analyzed.

7.4 Data Collection:

- Primary Data Collection: For primary data, I have distributed questionnaires to employees in and around India who work in companies.
- Secondary Data Collection: Secondary data was collected through various journals, blogs, books, and other relevant documents that can be accessed online.

Data Analysis and Interpretation:

The first thing I did was to check the reliability of my questionnaire using Reliability Statistics in SPSS.

Table 1:

Reliability Statistics	
Cronbach's Alpha	N of Items
.614	8

Here, we can see that Cronbach's Alpha is 61.4%, hence the questionnaire is highly reliable in this case. The different variables in the above literature were used to study their prediction level as the independent variable and the years of experience as a dependent variable. When regression was done, I found that not all the factors were determined by years of experience. This was mainly because the factors were chosen based on top priority. To verify the normality of the data I obtained; the next step was descriptive analytics. To show us correctly if there were any problems in the data obtained, the mean, minimum, maximum values were represented. A significant piece of knowledge was also the standard deviation. Skewness and kurtosis have finally been tested for normality. The skewness indicates whether the data is positively or negatively biased in terms of the responses and the height of the data patterns is shown by the kurtosis.

**Table 2:**

## Descriptive Statistics

	N	Mini mu m	Ma xim um	Sta tisti c	Mean	Std. Deviati on	Skewness		Kurtosis	
	Stat istic	Stati stic	Stati stic	Stati stic	Stati stic	Stati stic	Std. Error	Stati stic	Std. Error	
How many years have you worked or is still working for the company?	164	0	1	.43	.496	.299	.190	-1.935	.377	
Career Planning	164	.0	1.0	.988	.1101	-4.971	.190	79.450	.377	
Respectful treatment Of employees	164	.0	1.0	.963	.1883	-1.982	.190	23.106	.377	
Ethical Behaviour	164	.0	1.0	.957	.2028	-1.567	.190	19.086	.377	
Empowerment	164	.0	1.0	.817	.3878	-1.655	.190	.750	.377	
Talent Recognition	164	.0	1.0	.829	.3774	-1.766	.190	1.134	.377	
Communication	164	.0	1.0	.878	.3282	-2.332	.190	3.480	.377	
Nature of job	164	.0	1.0	.866	.3419	-2.167	.190	2.728	.377	
Valid N (listwise)	164									

Here, we can see that the data is mostly negatively skewed and most fall in the range of -2 to +2. Hence, I proceeded with the tests. The next step taken was factor analysis so that the factors I took would be loaded properly and composite variables could be made.

**Table 3:****KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.602
Bartlett's Test of Approx. Chi-Square Sphericity	122.275
df	28
Sig.	.000

By looking at the table above, according to the information that is given, we can say that the sample size is sufficient. After transforming the variables, all the above work was completed.

The next move I took was a regression process. Linear regression was done in this situation.

**Table 4:****Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.247 <sup>a</sup>	.060	.043	.63497

From the above table, we can see that the independent variables describe just 6 percent of the dependent variable (i.e., years of experience) (nature of the job, ethical behavior, career planning, empowerment, respectful treatment of employees, talent recognition, communication) which implies that the link between years of experience with the variables influencing employee engagement is not that effective.

**Table 5:****ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6.603	7	2.129	3.927	.009 <sup>b</sup>
Residual	98.519	156	.447		
Total	101.122	163			

From the table, we can see that the significance level is 0.009 which is less than 0.05. Now, we can say that the model is good or rather significant at 0.05 and that the years of experience does matter, and it does influence employee engagement.

So now, we reject our null hypothesis which was years of experience do not influence employee engagement and do not encourage performance.

**Table 6:**

Hypothesis	Accepted/ Rejected
Years of experience do not influence employee engagement and does not encourage performance.	Rejected

**Discussion and Managerial Implications:**

My paper shows that the analysis carried out shows that the dependent variable, which is employee engagement, is affected by just 6 percent of the independent variables. The paper includes a step on how to comprehend the concept of employee engagement and what variables affect it. HRs will get a hold of what Employee Engagement means to a few of the lot through this study and they can get an idea of what variables to concentrate on to help them engage employees to drive their performance. The practicality of this paper will assist businesses to get a reasonably good picture of employee engagement on a part of India and will also assist them in making improvement decisions.

**Conclusion:**

The research shows us the worthiness of the employee engagement principle and illustrates variables that have important impacts on it. Employee involvement influences the success of workers. The regression analysis that was conducted found out a few variables that influence employee engagement as a dependent variable that takes years of experience. In any area, whether it is working or handling any personal matters, years of experience are always relevant. The more knowledge, the greater the comprehension of different concepts. The scope of the study is very broad and can extend to how employee engagement at various levels of an organization is influenced by each factor. A comparison analysis can also be conducted on various employee engagement models.



### Limitations of the study

- The research was conducted in India and was limited to 200 respondents. The responses that were obtained were very few from many businesses in India. With a larger number of responses, better outcomes can be obtained.
- Employee engagement is a wide scope on its own. Other factors affect employee engagement wherein I chose only a few. More factors can be considered for the study. There was a time constraint while conducting the study and the study was narrowed down to only factors affecting employee engagement..

### References

- [1] Determinants of employee engagement: Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International journal of productivity and performance management*.
- [2] Individual factor of employee engagement Andrew, O. C., & Sofian, S. (2012). Individual factors and work outcomes of employee engagement. *Procedia-Social and behavioral sciences*, 40, 498-508.
- [3] Drivers impacting the employee engagement Bedarkar, M., & Pandita, D. (2014). A study on the drivers of employee engagement impacting employee performance. *Procedia-Social and Behavioral Sciences*, 133, 106-115.
- [4] Leadership and employee engagement Carasco-Saul, M., Kim, W., & Kim, T. (2015). Leadership and employee engagement: Proposing research agendas through a review of literature. *Human Resource Development Review*, 14(1), 38-63.
- [5] Review paper Chandani, A., Mehta, M., Mall, A., & Khokhar, V. (2016). Employee engagement: A review paper on factors affecting employee engagement. *Indian Journal of Science and Technology*, 9(15), 1-7.
- [6] Role of Employee Engagement in work-related outcomes Hanif, F., Naqvi, S. R., & Hussain, K. (2015). The role of employee engagement in work-related outcomes. *Advances in Economics and Business*, 3(6), 204-214.
- [7] Employee engagement key to improving performance: Markos, S., & Sridevi, M. S. (2010). Employee engagement: The key to improving performance. *International journal of business and management*, 5(12), 89.
- [8] Full engagement: Robertson, I. T., & Cooper, C. L. (2010). Full engagement: the integration of employee engagement and psychological well-being. *Leadership & Organization Development Journal*.
- [9] 10 C's of employee engagement Seijts, G. H., & Crim, D. (2006). What engages employees the most or, the ten C's of employee engagement. *Ivey Business Journal*, 70(4), 1-5.
- [10] Four emerging perspectives of employee engagement Shuck, B. (2011). Integrative literature review: Four emerging perspectives of employee engagement: An integrative literature review. *Human Resource Development Review*, 10(3), 304-328.
- [11] How EE drives growth Sorenson, S. (2013). How employee engagement drives growth. *Gallup business journal*, 1, 1-4.
- [12] EE a driver of organisation effectiveness Sundaray, B. K. (2011). Employee engagement: a driver of organizational effectiveness. *European Journal of Business and Management*, 3(8), 53-59.
- [13] Employee engagement and commitment: Vance, R. J. (2006). Employee engagement and commitment. *SHRM foundation*, 1-53.