AN EMPIRICAL STUDY ON THE FACTORS INFLUENCING EMPLOYEE ENGAGEMENT

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The study attempts to identify the factors which influence employee engagement. Employee engagement is the level of commitment and involvement of an employee towards his organization. An engaged employee is aware of the business context and works with colleagues to improve performance within the job for the benefit of the organization. It is positive attitude held by the employee towards the organization and its values.300 Random samples of employees working in IT Companies in Mysore, Bengaluru and Mangaluru have been chosen.

Key words: Factors, Employee Engagement, Supervision.

Introduction

Employee engagement is the passion an employee has towards his job. People are very different from machines because they are driven more by emotion then by reason. The same factors influence different people in different ways they think, understand and work. Therefore it is vital for the HR manager to be knowledgeable about framing policies with regard to employee engagement.

Survey houses and companies were the first to make references relating to employee engagement and have recently appeared in the literatures.

Schmidt et al (1993) defines employee engagement as a modernized version of job satisfaction, which is basically an employee's involvement, commitment and satisfaction with work.

According to the Hay Group, engagement comprises of two components: Commitment - that is affective attachment to and intention to remain with an organization, and Discretionary effort –that is the willingness to go above and beyond formal job requirements.

LITERATURE REVIEW.

Ologbo C Andrew. et al 2012

The author has taken 104 H.R officers in Malaysia to examine the factors which influence engagement. The result reveals that co-employee support has more influence on the employee engagement.

Vijayashri M Bhagavathi et al

The study was done on the bank employees of Maharastra. Sample of 121 bank employee were taken for the study.The results reveal that the communication, reorganization, relationship with the boss & rewards are the chief factors which influence employee engagement.

Bagade et al 2013

According to this author employees are always looking for change, innovation, challenges, rewards, experience in work environment It is very much important to address these issues of Job sculpting (matching individual expectation with job expectation) to retain & engage the employees.

SibiShaji et al 2013

The author opines in his paper that efficiency of Management, removal of hurdles, organizational culture, personal factors like work life balance, geographic location will influence engagement.

PROBLEM STATEMENT

Before framing any policies, activities and taking up new projects. The company must understand what are the factors which influence them. So it is a major problem for the company to identify the factors which keep employee more engaged in work.

OBJECTIVE OF THE STUDY

To examine the factors influencing employee engagement.

RESEARCHMETHODOLOGY.

Descriptive method is used to explain about the factors which influence employee engagement.

SOURCE OF DATA

Both primary and secondary data were used. Theprimary data was collected though structured questionnaire in IT Companies. The secondary data was extracted from different published sources such as surveys, manuals, annual reports, HR policies, company records and reputed journals

SAMPLE DESIGN AND SAMPLE SIZE.

Simple random sampling was chosen. Here ,each element has an equal and independent chance of being included in the sample. Simple random sample is good for a homogeneous group. The sample size taken was threehundred. The scope of the study is confined to factors influencing employee engagement. The IT employee comprises of technical assistant, associate, analyst, systems engineer in the company who had 0 – 5 years of experience.

Table-1
Gender wise Distribution of respondence

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	147	49.0	49.0	49.0
Female	153	51.0	51.0	100.0
Total	300	100.0	100.0	

Among 300 employees, 147 (49%) were male and 153 (51%) were female employees.

Table-2

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.926
Bartlett's Test of Sphericity	Approx. Chi-Square	8.297E3
	Df	1176
	Sig.	.000

The Kaiser-Meyer-Olkin test was conducted to ensure the adequacy of sample size for the factor analysis. As per the decision criteria if it is above 0.6 then the sampling size is adequate. Kaiser-Meyer-Olkin measure of sampling adequacy = 0.926 > 0.6 and p = 0.00< 0.005 for Bartlett's Test indicates the test was significant at 5% levels. Three hundred samples were sufficient to run factor analysis.

Table-3

	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	17.332	35.371	35.371	17.332	35.371	35.371	5.020	10.244	10.244
2	2.689	5.487	40.858	2.689	5.487	40.858	4.536	9.257	19.502
3	1.819	3.713	44.571	1.819	3.713	44.571	3.605	7.357	26.859
4	1.685	3.439	48.011	1.685	3.439	48.011	3.219	6.569	33.427

5	1.583	3.230	51.241	1.583	3.230	51.241	3.174	6.478	39.905
6	1.304	2.661	53.902	1.304	2.661	53.902	2.891	5.900	45.805
7	1.267	2.586	56.488	1.267	2.586	56.488	2.622	5.350	51.155
8	1.184	2.416	58.904	1.184	2.416	58.904	2.592	5.291	56.446
9	1.142	2.330	61.234	1.142	2.330	61.234	2.093	4.272	60.718
10	1.018	2.077	63.311	1.018	2.077	63.311	1.271	2.593	63.311
11	.948	1.934	65.245						
12	.903	1.844	67.088						
13	.880	1.796	68.884						
14	.848	1.730	70.614						
15	.807	1.647	72.261						
16	.796	1.625	73.886						
17	.728	1.486	75.372						
18	.694	1.417	76.789						
19	.674	1.375	78.163						
20	.657	1.342	79.505						
21	.613	1.252	80.757						
22	.592	1.209	81.965						
23	.551	1.124	83.089						
24	.530	1.081	84.170						
25	.509	1.038	85.208						
26	.496	1.011	86.219						
27	.477	.973	87.192						
28	.466	.951	88.143						

29	.435	.888	89.032						
30	.418	.853	89.885						
31	.406	.829	90.714						
32	.379	.774	91.487						
33	.366	.748	92.235						
34	.360	.735	92.970						
35	.330	.674	93.644						
36	.322	.657	94.301						
37	.305	.623	94.924						
38	.277	.566	95.490						
39	.270	.550	96.040						
40	.248	.506	96.546						
41	.232	.473	97.019						
42	.219	.447	97.466						
43	.214	.437	97.903						
44	.202	.413	98.316						
45	.184	.375	98.691						
46	.177	.361	99.052						
47	.171	.349	99.401						
48	.152	.309	99.710						
49	.142	.290	100.000						
Extraction Method: Principal Component Analysis.									

The Table 3 shows the total variance between the components. Component Analysis table shows the factors which strongly influence employee engagement. Among the 49 items taken, 10 factors were extracted which have Eigen value of more than 1. The total variance explained by 10 factors were 63%.

Table-4

Rotated Component Matrix[a]										
Component										
Items	1	2	3	4	5	6	7	8	9	10
Employee performance evaluations are fair and appropriate	.660									
My supervisor is actively involved in the progress of our team	.636									
The people I work with deliver what they say	.629									
There is a sense of team spirit among all team members	.620									
Constructive and useful feedback is received from the manager	.595									
Feedback from all are employee are encouraged and motivating	.527								.404	
My team leader treats all the employees fairly	.521									
My supervisor keeps me informed about matters that affect me	.469									
My manager does a good job of sharing information	.463									
Excising the autonomy without harming the other employees autonomy is accepted	.429			.414						

The organization's policies for promotion and advancement are always fair	.418								
I have the knowledge and skills I need to do my job.		.695							
Our company encourages positive change and new ways of doing work		.652							
I am encouraged to come up with innovative ideas in the job		.628							
I am able to clearly understand what is expected out of me		.626							
I get sufficient training to do my job well		.506							
My career development aspirations in the company are being met		.448							
The pace of the work in this company enables me to do a good job		.417							
Learning from my mistakes are encouraged		.412							
The required resources for the job is provided			.700						
The necessary information systems are in place and accessible for me to get my job done.			.698						
My workplace is safe and physically comfortable to work		.410	.623						

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My manager is always consistent when administering policies concerning employees	.403		.500						
The environment in this company supports a balance between work and personal life			.478						
Favoritism is not an issue in promotions			.471						
My work is challenging, inspiring, and rewarding									
Absolute freedom is given in the execution of tasks				.707					
Adequate freedom is given in decision making				.684					
Senior management is genuinely interested in employee opinions and ideas				.464					
Salaries are proportionate with industry standards					.766				
Satisfied with my benefit package					.766				
I understand my benefit plan					.601				
My benefits are comparable to those offered by other organizations.					.531				
I can able to adjust with local food						.790			
I can adjust to the language, people , local tradition						.708			

The work culture is favorable for people from diverse backgrounds to work together					.604				
My coworkers care about me as a person					.409				
The induction program has given clarity about the job I need to perform						.653			
I am clear about the do and don't about the job						.615			
company's objectives are clearly understood						.453			
People are treated with dignity irrespective of their positions									
Information and knowledge are shared openly within this company							.669		
Communication is encouraged in this company							.654		
Adequate opportunities are available for professional growth in this organization							.567		
I can disagree with my supervisor without fear of getting into trouble								.580	
People with different ideas are valued in this organization								.522	
Employee are trained to resist change		.402						.441	

Acknowledged and appreciated for better work are done													-.629
The amount of work I am asked to do is reasonable													.596
	Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.												
	a. Rotation converged in 10 iterations.												

The table 4 shows the factor loadings. In the principal component analysis 10 factors were identified which explained 63% of the factors influencing employee engagement. The ten factors that have been loaded is show in Table 5.

SL NO	Factors
1	Supervision
2	Training and development
3	Working condition
4	Autonomy
5	Compensation
6	Organization Culture
7	RoleClarity
8	Communication
9	Openness
10	Motivation

Interpretation:

   Among the Forty nine items which were taken to explain the employee engagement finally only10 factors were identified and grouped as Supervision, Training and development, Working Condition,Autonomy,Compensation,Culture,RoleClarity,Communication,Openness   and   Motivation. These factors were identified as the predominant factors influencing the Employee Engagement

FINDINGS AND SUGGESTIONS.

❖ Forty nine attributes were taken for factor analysis. However only 10 factors were identified which explain 63 %. of employee engagement. The other 36.68% are explained by other factors.

❖ The first factor which influence the employee engagement is the supervision. It is found that employee leaves the supervisor not the company. So focusing on manager development will lead to cordial relationship with the employees, which greatly influences the development of employee engagement.

❖ Training and Development of employee provides them with a sense of motivation as the employees yearn for knowledge.

❖ Conducive working condition are important, As it is today considered as a requirement essential for work.

❖ Autonomy in work gives the employee freedom to apply their mind in the work and empower them to take decision.

❖ Compensation fulfils the basic need of the employees.

❖ Organizational Culture where employee understands the written and unwritten policies of the organization like reporting authorities, Adjusting with co –employees and the environment etc. impacts employee engagement.

❖ Both the employee and the employer must be fully aware of the do's and don'ts in their respective roles for role clarity.

❖ Open channels of communication promotes transparency, How well the employee is able to communicate with the boss and other employees impact employee engagement.

❖ Openness is a value appreciated by employees world over. Employee always like freedom to express their thoughts related to the supervision, customer and work.

❖ Employees who are acknowledged and appreciated for their work do feel motivated.
   If the policies and programs are framed keeping these ten factors in mind there will be better employee engagement.

CONCLUSION:

Employee engagement has many definitions. But what factors make the employees more engaged is the major concern of the employers. The ten factors which have been identified are more suitable to the IT employees. If all ten factors from supervision to motivation are focused properly while making policies and decisions, it is possible to effectively engage the employees. This in turn leads to productivity, profitability, retention and development of the companies.

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