

## EMPLOYEE ENGAGEMENT LEVEL IN MANAGEMENT COLLEGES

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### ABSTRACT

*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 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. The paper focuses on how employee engagement is an antecedent of job involvement and what should company do to make the employees engaged. The paper also looks at the Gallup 12 point questionnaire, twelve-question survey that identifies strong feelings of employee engagement and the steps which shows how to drive an engaged employee.*

**Key words:** Drivers of Engagement; IES' diagnostic tool; Value chain Analysis in Employee Engagement

### Introduction

Employee engagement, also called worker engagement, is a business management concept. An "engaged employee" is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests. According to Scarlett Surveys, "Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn and perform at work". Thus engagement is distinctively different from employee satisfaction, motivation and organizational culture.

### Drivers of Engagement

While it is possible to measure engagement itself through employee surveys, this does not assist in identifying areas for improvement within organizations. There are a range of factors, known as drivers that are thought to increase overall engagement. By managing the drivers, an organization can effectively manage engagement levels of its employees. Drivers such as communication, performance clarity and feedback, organizational culture, rewards and recognition, relationships with managers and peers, career development opportunities and knowledge of the organization's goals and vision are some of the factors that facilitate employee engagement. Some points from the research are presented below:

\* Employee perceptions of job importance - According to a 2006 study by Gerard Seijts and Dan Crim, "...an employee's attitude toward the job[*s* importance] and the company had the greatest impact on loyalty and customer service then all other employee factors combined."

\* Employee clarity of job expectations - "If expectations are not clear and basic materials and equipment not provided, negative emotions such as boredom or resentment may result, and the employee may then become focused on surviving more than thinking about how he can help the organization succeed."

\* Career advancement/improvement opportunities - "Plant supervisors and managers indicated that many plant improvements were being made outside the suggestion system, where employees initiated changes in order to reap the bonuses generated by the subsequent cost savings."

\* Regular feedback and dialogue with superiors - "Feedback is the key to giving employees a sense of where they're going, but many organizations are remarkably bad at giving it." "What I really wanted to hear was 'Thanks. You did a good job.' But all my boss did was hand me a check."

\* Quality of working relationships with peers, superiors, and subordinates - "...if employees' relationship with their managers is fractured, then no amount of perks will persuade the employees to perform at top levels. Employee engagement is a direct reflection of how employees feel about their relationship with the boss."

\* Perceptions of the ethos and values of the organization - "'Inspiration and values' is the most important of the six drivers in our Engaged Performance model. Inspirational leadership is the ultimate perk. In its absence, [it] is unlikely to engage employees."

\* Effective Internal Employee Communications - which convey a clear description of "what's going on". "If you accept that employees want to be involved in what they are doing then this trend is clear (from small businesses to large global organizations). The effect of poor internal communications is seen as its most destructive in global organizations which suffer from employee annexation where the head office in one country is buoyant (since they are closest to the action, know what is going on, and are heavily engaged) but its annexes (who are furthest away from the action and know little about what is happening) are dis-engaged. In the worst case, employee annexation can be very destructive when the head office attributes the annex's low engagement to its poor performance... when its poor performance is really due to its poor communications.

\* Reward to engage - Look at employee benefits and acknowledge the role of incentives. "An incentive to reward good work is a tried and test way of boosting staff morale and enhancing engagement." There are a range of tactics you can employ to ensure your incentive scheme hits the mark with your workforce such as: Setting realistic targets, selecting the right rewards for your incentive programme, communicating the scheme effectively and frequently, have lots of winners and reward all achievers, encouraging sustained effort, present awards publicly and evaluate the incentive scheme regularly.

## **Measuring engagement**

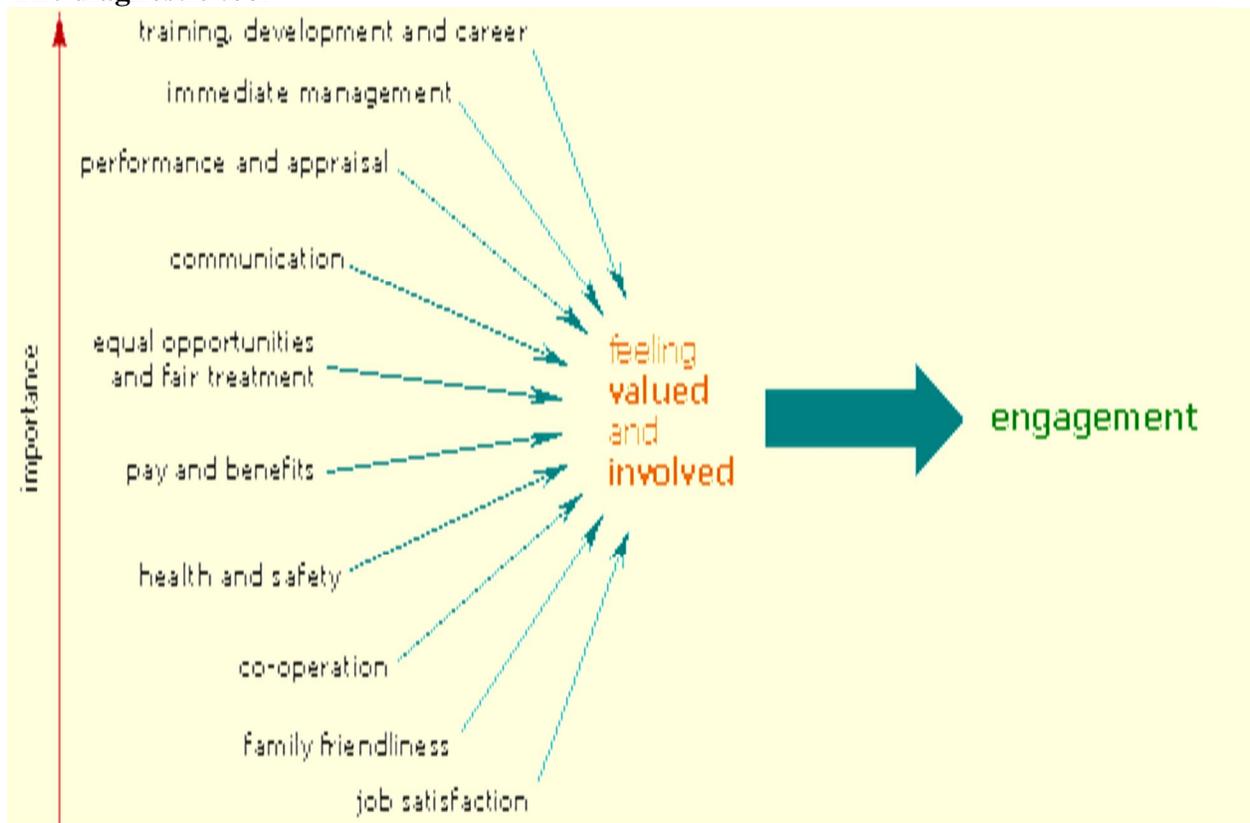
Twelve attitude statements representing engagement were tested; all were found to 'sit together' reliably, to comprise a single indicator of engagement. Although tested within the NHS, the

statements are not NHS-specific; they can be transferred to other organizations and sectors. If attitude survey space is at a premium, and organizations feel unable to include 12 statements, an engagement subset of five statements can be used instead. This subset can be safely used, as it represents the essence of engagement and has been tested for reliability. Positive responses to the engagement statements indicate:

- a positive attitude towards, and pride in, the organization
- belief in the organization's products/services
- a perception that the organization enables the employee to perform well
- a willingness to behave altruistically and be a good team player
- an understanding of the bigger picture and a willingness to go beyond the requirements of the job.

### IES' diagnostic tool

#### The diagnostic tool



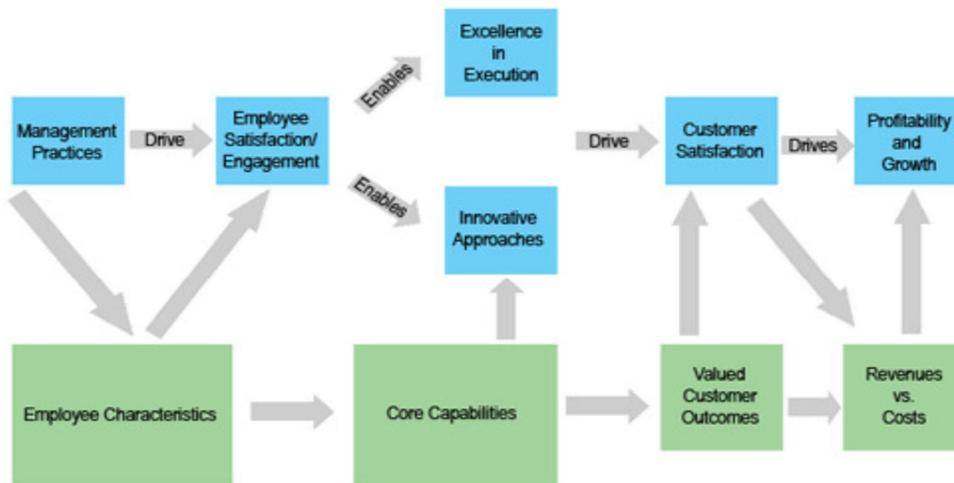
*Source: IES Survey, 2003*

The IES engagement model illustrates the strong link between feeling valued and involved and engagement. In addition to the model, IES offers a diagnostic tool (above), which can be used to derive organization-specific drivers from attitude survey data. Our findings suggest that many of the drivers of engagement will be common to all organizations, regardless of sector; however, some variability is likely, and the relative strength of each driver is also likely to be contingent upon the organization being studied.

## Value chain Analysis in Employee Engagement

According to the study of Watson Wyatt, the service – profit chain establishes relationship between profitability, customer loyalty and employee satisfaction, loyalty and productivity. The links in the chain (which should be regarded as propositions) are as follows: profit and growth are stimulated primarily by customer loyalty. Loyalty is a direct result of customer’s satisfaction. Satisfaction is largely influenced by the services provided to customers. Satisfied, loyal and productive employees create value. Employee’s satisfaction intern results primarily from high quality support services and policies that enable employees to deliver results to customers. While many organizations are beginning to measure relationship between individual links in the service only a few have related the links in the meaningful ways that can lead to comprehensive strategies for achieving lasting competitive advantage of building employee engagement. In a study of its seven telephone customer service centers (MCI found that there is a clear relationship between employee’s perceptions of the quality of services and employee engagement.

Figure 1: The Value-Profit Chain Applied to Engagement. Management practices create an Environment in which employees are satisfied and engaged, which spurs operational excellence and innovation with the end result of growth and profitability. However, employee characteristics, capabilities—employees, technology, and processes— customer outcomes, and financial considerations underlie the model. (Adapted from Carrig & Wright, 2006: 19.) Extending the application of this expanded model to the concept of employee engagement,



## Research Method

### Participants

Participants included 60 Employees working in a variety of jobs and organizations. The average age was 34; 60 percent were female. Participants had been in their current job for an average of 0-1 years, and in their organization an average of five years. They had on average 2-3 years of work experience. The sample is slightly younger than the median age of population in the area (36.9) and the percent of female participants in the study is somewhat higher than the percent of females in the population (52 percent).

### Procedure

The data for this study was collected by teachers teaching in a graduate/post graduate course in research methods at Indira Pratha University colleges. Each of 60 in the course was asked to fill the questionnaire. The survey included a cover letter/consent form that informed participants about the purpose of the study. Participants were asked to complete the survey as part of a study on employee work experiences and attitudes. Participation was voluntary and participants were informed that their responses would remain anonymous and confidential. Participants returned their survey in a sealed envelope to the students who then handed them over to the lead investigator. A total of 50 surveys were returned representing a response rate of 85 percent.

Data collection method : Primary as well as secondary

Research design: Exploratory

Tools: questionnaire method

Statistical analysis is based on mean, standard deviation

### Analysis and Interpretation

The interpretation of the questionnaire and different institute engagement level is summarized in the table below.

#### Employee Engagement Survey-50 employees of Management college

##### Which of the following best describes the department you work in?

- Customer Service
- Sales/Marketing
- Corporate Marketing
- Human Resources

Customer Service	15
Sales/Marketing	15
Corporate Marketing	15
Human Resources	5
total	50

Total Numbers:	4
Mean (Average):	12.5
Standard deviation:	5
Variance(Standard deviation):	25
Population Standard deviation:	4.33013
Variance(Population Standard deviation):	18.75

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**How long have you worked at (company)?**

- 6 months to 1 year
- 1 to 2 years
- 3 to 5 years
  - More than 5 years

Total Numbers:	4
Mean (Average):	12.5
Standard deviation:	12.15182
Variance(Standard deviation):	147.66667
Population Standard deviation:	10.52378
Variance(Population Standard deviation):	110.75

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**Overall how satisfied are you with your position at this company?**

- Very dissatisfied
- Somewhat dissatisfied
- Somewhat Satisfied
- Very satisfied

Very dissatisfied	5
• Somewhat dissatisfied	20
• Somewhat Satisfied	5
• Very satisfied	20
total	50

Total Numbers:	5
Mean (Average):	10
Standard deviation:	7

Variance(Standard deviation):	50
Population Standard deviation:	6
Variance(Population Standard deviation):	40

**Do you feel that employees are recognized as individuals?**

- Always
- Usually
- Rarely
- Never

**Results:**

Total Numbers:	4
Mean (Average):	12.5
Standard deviation:	6.40
Variance(Standard deviation):	41
Population Standard deviation:	5.5
Variance(Population Standard deviation):	30.75

**Findings:**

Based on the calculation it is being analyzed that the employee are not fully engaged in the work only 20-30% of the employee are fully engaged rest either they are not satisfied with their work, level or the work profile which has been given to them.

Other findings:

- Out of the 50 workers surveyed, only 31% are Engaged
- In all, more employees indicate there is “no way” they will stay with their employer in 2010 than compared to 2008
- Employees worldwide who know their manger well “as a person: are more likely to be Engaged
- The higher up in the organization you go, the more likely you are to be Engaged
- Engagement levels are higher among older employees
- Engagement increases with organizational tenure

**Conclusion**

Employee Engagement is the buzz word term for employee communication. It is a Positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, use and importance in the workplace and impacts Organizations in many ways.

Employee engagement emphasizes the importance of employee communication on the success of a business. An organization should thus recognize employees, more than any other variable, as powerful contributors to a company's competitive position. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action. We would hence conclude that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavor.

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