



## A STUDY ON EFFECTIVENESS OF THE EMPLOYEE ENGAGEMENT

**Dr. L. Leo Franklin**

Asst. Professor ,Department of Commerce

JJ. College of Arts and Science (Autonomous) Pudukkottai 622422, TamilNadu

[franklincomjj@gmail.com](mailto:franklincomjj@gmail.com)

**M. Venkatesan**

Research Scholar ,Department of Commerce

JJ. College of Arts and Science (Autonomous) Pudukkottai 622422, TamilNadu

### **Abstract**

Employee engagement can be revealed in several ways, including ‘pulse’ to annual surveys, tracking changes in the attrition rate, increase in the number of employee referrals, and growth in productivity and business.

*“E-Funds measures employee engagement by conducting an Employee Engagement Survey (EES) once every two years in association with a leading global consultant. The survey is conducted at the same time across all eFunds sites worldwide. “This exercise is also supplemented by conducting dipsticks on several issues concerning employee engagement and morale,” informs Kunwar.” Conducting a survey 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”.*

### **Introduction**

#### **Employee Engagement**

It is a concept that is generally viewed as managing discretionary effort, that is, when employees have choices, they will act in a way that furthers 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. It is only an ‘engaged employee’ who is *intellectually and emotionally bound with the organization*, feels passionate about its goals and



is committed towards its values who can be termed thus. He goes the extra mile beyond the basic job responsibility and is associated with the actions that drive the business. Moreover, in times of diminishing loyalty, employee engagement is a powerful retention strategy. The fact that it has a strong impact on the bottom-line adds to its significance.

“Employee engagement is a barometer that determines the association of a person with the organization.” The key ingredients of an engaged employee seem to be:

- **Tenure with** the organization
- **Display of** emotional involvement in what he does
- **Doing more** than what is expected
- **Displaying pride** in the place he work

### **Measuring Employee Engagement**

Employee engagement can be revealed in several ways, including ‘pulse’ to annual surveys, tracking changes in the attrition rate, increase in the number of employee referrals, and growth in productivity and business. *“E-Funds measures employee engagement by conducting an Employee Engagement Survey (EES) once every two years in association with a leading global consultant. The survey is conducted at the same time across all eFunds sites worldwide. “This exercise is also supplemented by conducting dipsticks on several issues concerning employee engagement and morale,” informs Kunwar.” Conducting a survey 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”*

### **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
  - Buddy Programs
  - Induction Programs
- Fun at work place
- Birthday bashes

## **OBJECTIVES OF THE STUDY**

### **Primary Objective**

To check the effectiveness of employee engagement activities in the organization.

### **Secondary Objectives**

- To evaluate the effectiveness of the employee welfare activities.
- To measure the employee perception of the team – HR
- To assess the employee satisfaction towards the workplace.

## **NEED FOR STUDY**

- 1) Studying employee engagement in an organization provides clue for the employers to contribute to bottom line business success.
- 2) To understand & identify the problematic areas and make a plan and take action towards improvement.
- 3) This study helps not only to retain valued employees, but also to increase its level of performance.
- 4) Study helps to Improve the overall organizational effectiveness.
- 5) The study helps to estimate the organization's capacity to manage employee engagement that is closely related to its ability to achieve high performance levels and superior business results.

## **METHODOLOGY**

### **Research:**

Research is a process in which the researcher wishes to find out the end result for a given problem and thus the solution helps in future course of action. The research has been defined as “A careful investigation or enquiry especially through search for new facts in any branch of knowledge.



**Research Methodology:**

The procedure using, which researchers go about their work of describing, explaining and predicting phenomena, is called Methodology. Methods comprise the procedures used for generating, collecting and evaluating data. Methods are the ways of obtaining information useful for assessing explanations.

**Description of statistical tools used**

- Percentage method
- Coefficient of Variation

**Data Collection Method:**

Survey method is considered the best method for data collection of data and the tools used for data collection are Questionnaire. This method is quite popular particularly in case of big enquires. Private individuals, research works, private and public organizations and even government are adopting it.

In this method a questionnaire is sent to the persons concerned with a request to answer and return the questionnaire. A questionnaire consists of a number of question involves both specific and general questions relating to consumer behavior.

**Sources of Data:**

The two sources of data collection are namely **Primary & Secondary**.

**Primary Data:** Primary data are fresh data collected through survey from the employees using the questionnaire. Questionnaire helps to recognize the employee's perception regarding the employee engagement & their problematic areas.

**Secondary Data:** Secondary data are collected from the past records & books and various journals, magazines etc. regarding the Employee engagement.

**Research Design:**

Research design is the specification of the method and procedure for acquiring the information needed to solve the problem. The research design followed for this research study is descriptive research design where we find a solution to an existing problem. The problem of the study is to find out the "effectiveness of the employee engagement".



**Period of the Study**

The period is from May 2015 to August 2015

**Sample Design:**

Universe	: 800
Sample Element	: Employees
Sample Size	: 30 samples
Sample Test	: Percentage Method and Coefficient of variation
Sample Media	: Questionnaire

**LIMITATIONS**

- 1) The study is based upon small sample size of 30 samples.
- 2) Inconvenience in meeting all the associates and collect data.
- 3) The study is based on employee's side only. It does not explore the pros and cons on the side of employers.
- 4) The study has been done mainly for academic purpose and duration of the data collection period is a major constraint.
- 5) The study data can be valid up to six months, Hence there are chances for the changes in the findings and results obtained.

**LITERATURE REVIEW**

Kular et al. (2008) explored Five key areas: What does 'employee engagement' mean?; How can engagement be managed?; What are the consequences of engagement for organisations?; How does engagement relate to other individual characteristics?; How is engagement related to employee voice and representation? Robertson-Smith and Markwick (2009) throw light on what engagement is and reveals that it is an important yet complex challenge, and there remains a great deal of scope for discussing the various approaches.

Simpson (2009) discussed that the current state of knowledge about engagement at work through a review of the literature. This review highlighted the four lines of engagement research and focuses on the determinants and consequences of engagement at work.

Susi & Jawaharrani (2011) examined some of the literature on Employee engagement, explore work-place culture & work-life balance policies & practices followed in industries in order to promote employee engagement in their organizations to increase their employees' productivity and retain them. Work-life balance is key driver of employees' satisfaction.



Ram & Gantasala (2011) investigated the antecedents and consequences of employee engagement in Jordanian Industry.

Bhatla (2011) focused on the need for such employees and how their presence can improve the progress and work efficiency of the organization as a whole .Also focused on the challenges faced by the HR managers to improve employee engagement for an organization's survival.

Shashi (2011) reinforced the importance of employee communication on the success of a business. She revealed that an organization should realize the importance of employees, more than any other variable, as the most powerful contributor to an organization's competitive position.

Bijaya KumarSundaray (2011) focused on various factors which lead to employee engagement and what should company do to make the employees engaged. Proper attention on engagement strategies will increase the organizational effectiveness in terms of higher productivity, profits, quality, customer satisfaction, employee retention and increased adaptability.

Siddhanta & Roy (2012) explored implications for theory, further research and practices by synthesizing modern 'Employee Engagement' activities being practiced by the corporate with the review of findings from previous researches / surveys.

Singh & Shukla (2012) tried to find out what variables are significant to create an engaged workforce. The study was exploratory in nature and the data has been collected from a tin manufacturing organization.

## **RESULTS AND DISCUSSION OF THE STUDY**

- From the study it was found that, almost 90 % of the associates are highly engaged with the company both intellectually & emotionally.
- According to the respondents 86% of the associates feel the birthday bashes celebration is entertaining, 50% of the associates attend the birthday bashes celebration regularly and 76% of the associates prefer increased entertainment programs.
- The study found that 80% of the associates have opted excellent for the external agencies giving a presentation/seminar at EFD, 76% of the associates agree the external agencies had the ability to hold the interests of the audience.
- In the study the topics preferred by the associates are as follows



- 33.33% of the employees prefer Personality Development,
  - 16.67 % of the employees prefer Health Care,
  - 20% prefer Financial Enhancements,
  - 16.67 % prefer Stress Management, and
  - 13.33 % prefer Individual Social Responsibility.
- It was found that 76% of the associates strongly agree that the skip level meetings & town hall meetings happen at regular intervals & 96% of the associates strongly agree that the HR is approachable
  - According to the study 80% of the associates feel the employee engagement activities boost their morale , 80% of the associates strongly agree that they have fun at work place,70% of the associates strongly agree that their basic health & safety are taken care at EFD
  - 80% of the associates strongly agree that they have been given a realistic job preview & have equal and fair Opportunities within EFD.
  - From the value of Coefficient of variance it is inferred that the meetings conducted by the HR is less than their Approachability  
Therefore the Team HR is approachable.

## CONCLUSION

In today's competitive Business world, employees are expecting more and more from the employers. With increased change in needs and expectation of the employees and the employers need to be cautious in choosing the right fit and giving a realistic job preview and engage the associates through their engagement activities to build passion, commitment and alignment with the organization's strategies and goals

From the study on the employee engagement activities at EFD, it was found that the most of the associates are highly engaged with the company both intellectually & emotionally. Also the study infers that the associates are more pleased about the birthday bashes celebrations and external agencies giving presentations/seminar at EFD, however they expect more increased entertainment programs. Therefore the concern has to concentrate more on increasing the entertainment programs & recognize their personally preferred topics for external agencies presentations. With regards to the approachability of HR & meetings conducted by the HR's at EFD are convincing for the associates.

To conclude, the study explores the employee engagement activities at EFD infers that the employees have a good will within the organization and the concern has to focus on the key areas where the associate's needs has to be satisfied to lower the attrition rate , to provide a high-energy working environment and to improve the overall organizational effectiveness



**Annexure 1**

**Employees personal opinion about the birthday bashes Celebration**

S.No	Opinion	No. of Respondents	Percentage
1	Entertaining	26	86.68
2	Can be Improved	2	6.66
3	No Comments	2	6.66
	<b>Total</b>	<b>30</b>	<b>100</b>

**Employee's frequency of attending the birthday bashes celebrations**

S.No	Frequency	No. of Respondents	Percentage
1	Regularly	15	50
2	Sometimes	8	26.67
3	Never	0	0
4	On my Birthday	5	16.67
5	My friend's Birthday	2	6.66
	<b>Total</b>	<b>30</b>	<b>100</b>

**Employee's preference if there are increases entertaining programs  
in the celebrations**

S.No	Preference	No. of Respondents	Percentage
1	Excellent	23	76.67
2	Very Good	7	23.33
3	Fair	0	0
4	Poor	0	0
5	Very Poor	0	0
	<b>Total</b>	<b>30</b>	<b>100</b>





**Employee's opinion on external agencies giving presentations/  
Seminar at EFD**

S.No	Preference	No. of Respondents	Percentage
1	Excellent	24	80
2	Very Good	6	20
3	Fair	0	0
4	Poor	0	0
5	Very Poor	0	0
	<b>Total</b>	<b>30</b>	<b>100</b>

**Employee's preference on topics presented by external agencies**

S.No	Preference	No. of Respondents	Percentage
1	Personality Development	10	33.33
2	Health Care	5	16.67
3	Financial Enhancements	6	20
4	Stress Management	5	16.67
5	Individual Social Responsibility	4	13.33
	Total	30	100

**Employee's ratings for the external agencies presentation skills &  
ability to hold the interest of the audience**

S.No	Ratings	No. of Respondents	Percentage
1	Strongly Agree	8	16.67
2	Agree	22	73.33
3	No Comments	0	0
4	Disagree	0	0
5	Strongly Disagree	0	0
	<b>Total</b>	<b>30</b>	<b>100</b>



**Employee's opinion on the usefulness of the contents of the  
Induction program.**

S.No	Ratings	No. of Respondents	Percentage
1	Strongly Agree	15	50
2	Agree	14	46.67
3	No Comments	1	3.33
4	Disagree	0	0
5	Strongly Disagree	0	0
	<b>Total</b>	<b>30</b>	<b>100</b>

**Employees opinion on the celebration of major festivals at EFD**

S.No	Ratings	No. of Respondents	Percentage
1	Strongly Agree	19	63.34
2	Agree	10	33.33
3	No Comments	1	3.33
4	Disagree	0	0
5	Strongly Disagree	0	0
	<b>Total</b>	<b>30</b>	<b>100</b>

**Employees opinion on the happenings of sport events periodically  
at EFD**

S.No	Ratings	No. of Respondents	Percentage
1	Strongly Agree	21	70
2	Agree	8	26.67
3	No Comments	1	3.33
4	Disagree	0	0
5	Strongly Disagree	0	0
	<b>Total</b>	<b>30</b>	<b>100</b>



**Employees opinion on the approachability of the HR**

S.No	Ratings	No. of Respondents	Percentage
1	Strongly Agree	29	96.67
2	Agree	1	3.33
3	No Comments	0	0
4	Disagree	0	0
5	Strongly Disagree	0	0
	<b>Total</b>	<b>30</b>	<b>100</b>

**Employee's opinion on the Skip level meeting & town hall meetings happens at regular interval**

S.No	Ratings	No. of Respondents	Percentage
1	Strongly Agree	23	76.67
2	Agree	6	20
3	No Comments	1	3.33
4	Disagree	0	0
5	Strongly Disagree	0	0
	<b>Total</b>	<b>30</b>	<b>100</b>

**Employees opinion regarding the statement "I understand what EFD as a company, is trying to achieve"**

S.No	Ratings	No. of Respondents	Percentage
1	Strongly Agree	18	60
2	Agree	12	40
3	No Comments	0	0
4	Disagree	0	0
5	Strongly Disagree	0	0
	<b>Total</b>	<b>30</b>	<b>100</b>

**Employees' opinion on employee engagement activities boosting up their morale**

S.No	Ratings	No. of Respondents	Percentage
1	Strongly Agree	15	50
2	Agree	14	46.67



3	No Comments	1	3.33
4	Disagree	0	0
5	Strongly Disagree	0	0
	<b>Total</b>	<b>30</b>	<b>100</b>

**Employee's opinion on having fun at work place**

S.No	Ratings	No. of Respondents	Percentage
1	Strongly Agree	25	83.33
2	Agree	5	16.67
3	No Comments	0	0
4	Disagree	0	0
5	Strongly Disagree	0	0
	<b>Total</b>	<b>30</b>	<b>100</b>

**Employee's opinion on that they have been given a realistic job preview**

S.No	Ratings	No. of Respondents	Percentage
1	Strongly Agree	24	80
2	Agree	6	20
3	No Comments	0	0
4	Disagree	0	0
5	Strongly Disagree	0	0
	<b>Total</b>	<b>30</b>	<b>100</b>

**Employee's opinion on that they have been given equal opportunities & fair treatment within EFD.**

S.No	Ratings	No. of Respondents	Percentage
1	Strongly Agree	19	63.34
2	Agree	10	33.33
3	No Comments	1	3.33
4	Disagree	0	0
5	Strongly Disagree	0	0
	<b>Total</b>	<b>30</b>	<b>100</b>



Employee's opinion on that they feel their basic health & safety is taken care within EFD

S.No	Ratings	No. of Respondents	Percentage
1	Strongly Agree	24	80
2	Agree	6	20
3	No Comments	0	0
4	Disagree	0	0
5	Strongly Disagree	0	0
	<b>Total</b>	<b>30</b>	<b>100</b>

Employees opinion on the employee engagement activities has been motivated me to work towards the organizational goals.

S.No	Ratings	No. of Respondents	Percentage
1	Strongly Agree	16	53.33
2	Agree	14	46.67
3	No Comments	0	0
4	Disagree	0	0
5	Strongly Disagree	0	0
	<b>Total</b>	<b>30</b>	<b>100</b>

### Coefficient of Variation

Let X be the HR approachability

Let Y be the happening of Skip level & Town hall meetings]

X	X-X = X	X <sup>2</sup>	Y	Y-Y=Y	Y <sup>2</sup>
23	17	289	29	23	529
6	0	0	1	-5	25
1	-5	25	0	-6	36
0	-6	36	0	-6	36
0	-6	36	0	-6	36
<b>∑ X=30</b>	<b>∑ X=0</b>	<b>386</b>	<b>∑X=30</b>	<b>∑X=0</b>	<b>662</b>



$$C.V. = \frac{\sigma}{X} * 100$$

$$X = \frac{\sum X}{N}$$

$$\sigma = \sqrt{\frac{\sum X^2}{N} - \left(\frac{\sum X}{N}\right)^2}$$

$$X = 3.93$$

$$C.V. = \frac{\sigma}{Y} * 100$$

$$Y = \frac{\sum Y}{N}$$

$$\sigma = \sqrt{\frac{\sum Y^2}{N} - \left(\frac{\sum Y}{N}\right)^2}$$

$$Y = 5.14$$

## **ANNEXURE-II**

### **BIBLIOGRAPHY**

#### **BOOKS:**

- 1. Kothari C.R.**, “RESEARCH Methodology – Methods & Techniques “ Publishers- New Age International (P) Ltd., New Delhi, Second Edition, 2004
- 2. Gupta, S.P.**, “Statistical Methods”, Thirty Fourth Editions, 2005
- 3. Arun Monappa** “Personal Management” Second Edition
- 4. Tripathi.P.C**, 2004, Personnel Management and Industrial Relations, Sulthan Chand and sons publishers, New Delhi.
- 5.Ghosh.P.K**, 2000, Strategic Planning and Management, Sulthan Chand and sons, New Delhi.

#### **WEBSITES:**

1. [www.efunds.com](http://www.efunds.com)
2. [www.managment.org](http://www.managment.org)
3. [www.moraleinfo.com](http://www.moraleinfo.com)
4. [www.hrdigest.com](http://www.hrdigest.com)