

“A Study On Employee Engagement In Non Governmental Organisation: A Case Analysis From Chennai”

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ABSTRACT

The idea of employee engagement is in existence for a long time since 1990, when the term was used for the first time. Employee Engagement is an essential dimension of Human Resource.

From an organization point of view it is necessary to find out where the employees stand when it comes to involvement and sense of belonging. In recent years, this aspect makes the organizations show a great deal of interest in Employee Engagement. There are many factors that influences the engagement of employees like career development, communication within, the support they get, satisfaction received from the job and many more and for each individual it can differ. Organization can measure the contributors of engagement in the concerned organization and work on it. On the whole there is a high need for the employer to understand the engagement of his employees in order to retain talent in this competitive business world.

INTRODUCTION

Employee Engagement which is also known as Staff Engagement is a workplace approach which results in the right conditions for all employees of an organization helping them to give their best every day by making them stay committed to their organization's value and goals. They are motivated and involved to contribute to organizational success, with a great sense of belonging.

Definition of Employee Engagement

The Hay Group defines Employee Engagement as a result that is achieved by boosting employees' enthusiasm towards their work and channelizing it toward success of organization. This can be achieved only when employers instill the positive behaviors in the employees to achieve the organizational goal.

Another definition was given by Lanphear where he says that Employee Engagement can be defined as the bond employees have with their organization" He further says "when employees really care about the business, they are likely to go the extra mile."

Categories of Employee Engagement

The Gallup - the Consulting organization gives out three categories of Employee Engagement

Engaged : Engaged employees are compared to builders. They have the eagerness to know and understand the desired expectations for the role so that they will thrive to meet and even exceed them. They are curious in nature about their organization and their place in it. They mostly perform at high levels continuously. They wish to utilize their strengths and talents at work they tend to work with self interest and passion. They drive innovation and help in moving their organization forward

Not Engaged: These types of employees concentrate more on tasks rather than the outcomes and goals. They have to be told on what has to be done and how it has to be done.. Employees who are not engaged will tend to feel that their contributions are taken for granted or being overlooked, And their potential is not being appreciated. The reason for them to feel this way would be because they do not have productive relationships with their supervisors or with their peers.

Actively Disengaged: This category of employees is also known as the "cave dwellers." They see the negative side for everything and wait for an opportunity to do the same. They are not just unhappy with their work but also undermine the work and accomplishment of their co workers. The negative vibe of actively disengaged employees can affect the functionality of the organization and affect the engagement of people working in it.

Why Employee Engagement is Important?

As stated previously, Employee engagement is one of the key sources of achieving the organizational goal. If an employee is engaged, it will have its effects in the following aspects

1. **Effect on work:** An engaged employee will not try to evade his work and will stay involved and committed.
2. **Effect on co – workers:** An engaged employee will have positive outlook and will participate more. He will be willing to be a team player
3. **Effects on Productivity:** The effects of Engagement will make the staff go extra mile to achieve the organizational goal.
4. **Effect on personal life:** Engagement will help in reducing the frustration or monotony of work life and in return the personal lives of the staffs will be peaceful.

NEED FOR THE STUDY

Employee engagement is the relationship between employee and the organization. More the employee is engaged more effective their work would be. In this study as a case study approach a single NGO from Chennai called World Vision India is taken. An engaged employee looks at the whole organization, understand their purpose, where and how they fit in. So this study is conducted to understand certain factors influencing the staff engagement. Four parameters are taken and through these four parameters the staff engagement in World Vision India is understood. Since the organization is a not for profit organization it is essential to know how involved the employees or staff feel towards the organization.

World Vision India has undergone a transition in structuring and about to undergo leadership transition, it is essential to understand where the employees stand in their staff development, staff care, communication system within and satisfaction of the job.

Secondary Objectives

1. To identify whether Staff development affects Employee Engagement
2. To identify whether Staff care affects Employee Engagement
3. To identify whether Communication affects Employee Engagement
4. To identify whether Job satisfaction affects Employee Engagement

SCOPE OF THE STUDY

The organization has staff across India. The target respondents would be the staff from the ADP and PMO office. The survey will be conducted online and responses will be collected from these staff members. This study will help understand the engagement of the staff specifically with the help of the four parameters and also identify the areas of improvement in the future and specifically which area of the parameters the concentration can be given.

LIMITATIONS OF THE STUDY

1. There was time constraint for data collection
2. The employees were very busy with their work and hence couldn't get more samples

SOURCE OF DATA

PRIMARY DATA

Primary source of data is the data collected for the first time through field survey. The primary data for this survey was collected through **Questionnaire**

SECONDARY DATA

Secondary data refers to the data that has already been collected and analyzed by someone else. Secondary data maybe published or unpublished data. Data used for this purpose were from articles, reports, magazines and journals from the internet.

SAMPLING

SAMPLING UNIT

The research is conducted at World Vision India.

SAMPLING METHOD

Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher.

TOTAL POPULATION:

The total population of the employees is 600

SAMPLE SIZE

The sample size of this research is 125

TOOLS USED FOR DATA COLLECTION

The Tool used for data collection in this research is a Questionnaire. The questionnaire

consists of list of questions, which are relevant in getting the facts. The questionnaire has been constructed as multiple choice questions.

3.4.7 TOOLS FOR ANALYSIS

SPSS (Statistical Package for Social Sciences) is widely used program for statistical analysis in social science. It is also used by market researchers, health researchers, survey companies, government, education researchers, marketing organizations, data miners, and others.

Contribution of Staff development, Staff care, and Communication and Job satisfaction on Staff Engagement

Linear regression test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2470.539	4	617.635	82.769	.000 ^b
	Residual	895.461	120	7.462		
	Total	3366.000	124			

a. Dependent Variable: Engagement - Total Score

b. Predictors: (Constant), Job satisfaction- Total Score, Staff

Development - Total Score , Communication- Total Score , Staff

Care- Total Score

VARIABLES	Unstandardized Coefficients		Standardized Coefficients	T	P value
	B	Std. Error	Beta		
1 (Constant)	4.355	1.082		4.024	.000
Staff Development - Total Score	.408	.119	.283	3.444	.001
Staff Care- Total Score	.312	.126	.240	2.486	.014
Communication- Total Score	.377	.165	.199	2.278	.024
Job satisfaction- Total Score	.310	.111	.222	2.787	.006

a. Dependent Variable: Engagement - Total Score

Inference: From the tables it can be found that all four predictors or factors (Staff development, Staff care, Communication, Job satisfaction) have significance or impact

on staff engagement. and the independent variable staff development has the higher significance to employee engagement followed by Job satisfaction, Staff care and then communication

FINDINGS

- From the above research results the researcher is able to find that 74% of respondents are field staffs who falls under the category Sr.CDF / CDF / CSAM / CF / CSE / CHC / CSC / FAC / AA and 26% of respondents fall under Senior Manager / Manager / Technical Specialist / Officer.
- 83% of staff in the organization is from 30 to 50 years which is a mix of GEN X and Millennial
- More than 36% of staff stay more than 15 years in the organization and 90% of staff work for more than 5 years in the organization
- 97% of Sr manager/manager/Technical specialist/Officer are post graduates which proves that there is a connection with qualification and designation.
- Staff who are qualified and have more experience are well placed or in the senior position in the organization. More than 39% of staff with post graduation and experience above 6 years are in higher position
- All the four parameters Staff Development, Staff care, Communication and Job satisfaction have impact or effect on Staff Engagement
- Staff development seems to have the higher influence on Staff Engagement as they are happy with the growth opportunities, training that are given for the job to be done well, followed by job satisfaction staff care and Communication
- 64% of staff have positive outlook towards the staff development in the organization
- 59% of staff have positive outlook towards the communication prevailing in the organization
- 57% of staff have positive outlook towards staff care in the organization
- 56% of staff have positive outlook towards job satisfaction in the organization
- 73% of staff agree or are content with the staff engagement in the organization

SUGGESTIONS

- The organization can come up with ways to retain the female staff as their period of stay in the organization is comparatively lesser.
- The supervisors must take genuine and active interest in the professional development and advancement of their staffs as that has got the least positive

scoring in staff development

- The management must make job satisfaction of staff as one of its top priority because staff feels that the organization lacks in making job satisfaction a priority.
- Equal or more opportunity should be given for the staff to express their views to their supervisors. A two way communication can be more effective in contributing to staff engagement
- The staff seems to experience lots of stress as the field work induces lot of stress which at times are unavoidable, stress management can be taught for the staff especially field staff
- An awareness and opportunity to have a work life balance can be induced in the organization
- On the whole for the staff to be engaged, the organization needs to give priority or invest more on staff development as that is the highest contributor or has more significance to employee engagement.
- Then the concentration can be on Job Satisfaction as that is the second most significant to employee engagement
- Thirdly it is staff care where the way organization values the employees can be looked upon
- Finally Communication can be looked into as that acts as a least contributor to Engagement of Employees