

Employee Engagement and the role of Autonomy, Career Progression, Collaboration and Communication towards engaged workforce in Glaxo Smith Kline Consumer Healthcare Limited**Dr. T. Deepkiran**

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Abstract

Employee engagement is a workplace approach resulting in the right conditions for all members of an organization to give of their best each day, committed to their organization's goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well-being. Employee engagement is about having a clear understanding of how an organization is fulfilling its purpose and objectives, how it is changing to fulfill those better, and being given a voice in its journey to offer ideas and express views that are taken account of as decisions are made. This paper mainly focuses on socio-demographic profile of the employees of GlaxoSmithKline Consumer Healthcare Limited, Rajahmundry and also this paper reveals the opinion of employees on employee engagement in the above mentioned organization.

Key words: Employee Engagement, Organization, values, socio-demographic.

Introduction

In the last few decades, Employee Engagement has become a concept that has captured the attention of HR practitioners around the globe. Globally, managers agree that the modern business demands higher productivity and more efficiency, than in previous times. All modern companies are putting a constant effort to increase their performance in order to place their company ahead of their competitors. At some point, satisfied employees, content with their work experience, was a good formula for success, as a satisfied employee, who wanted to stay with a company, contributed to the workforce stability and productivity. (Sanchez, P. and McCauley, D. 2006).

Due to global business environment and increasing competition, having satisfied and stable employees are not enough to bring necessary business results. Satisfied employees may just only meet the work demands, but this not necessarily lead to higher performance of the organization. In order to compete effectively, employers need to divert their attention beyond satisfaction - employers must do their best to inspire their employees to invest their full potential and capabilities to their work, if they do not, part of the valuable employees' resources remains unavailable for the company. Therefore, modern organizations expect their employees to be full of enthusiasm, excitement and show initiative at work, they want them to take responsibility for their own development, strive for high quality and performance, be energetic and dedicated to what they do – in other words companies want their employees be engaged (Bakker, A.B. and Leiter M.P., 2010).

Concept of Employee Engagement

According to **Welbourne T.M. (2007)**, employee engagement has been appearing in management activities in enormous system most in recent times. At present universal competition, management required being more flexible in their deployment of employees and looking for countries, where lower wages are available. Employees learned the hard way (through layoffs) that loyalty was no longer rewarded. Employers experiencing low productivity, since skilled employees are not interested to put in overtime and extra effort. It created the need for something new i.e. employee engagement. Today's business world has to concentrate in productivity improvement. Thus, employee engagement drive here as a way to resolve problems in the organizations. Experts entitle that engaged employees yield higher productivity; so, to acquire more out of fewer, the simple logic would be that supervisors simply need to engage their people.

Importance of Employee Engagement

Employee engagement is an important employee performance and organization management topic. The importance of this topic is proven by its positive consequences for the organization and employees - 'Work engagement is a positive experience in itself' (**Schaufeli et al., 2002**). There are numerous positive outcomes from building employee engagement, and both practitioners and academic literature seems to be more or less consistent regarding the benefits of employee engagement. Almost all major consultancy firms state that there is a connection between employee engagement and profitability increase through higher productivity, increased sales, customer satisfaction and employee retention (**Bakker and Leiter, 2010**).

In academic circles, positive consequences on work engagement are also associated with customer satisfaction, productivity, profit, employee turnover (**Harter et al., 2002**), positive work attitudes, individual health, extra-role behaviors and performance (**Schaufeli and Salanova, 2007**).

Role of Engagement drivers Autonomy / Empowerment, Career Progression, Collaboration and Communication towards engaged workforce:

There is a close relationship between drivers of employee engagement towards engaged workforce. The drivers such as Autonomy/Empowerment, Career Progression, Collaboration and Communication contribute a lot to the Employee Engagement. In this connection many researchers have tried to identify factors leading to employee engagement and developed models to draw implications for managers. Their diagnosis aimed to determine the drivers that would increase the employee engagement level. Such as **Blessing White (2006)** study has found that almost two third's (60%) of the surveyed employees want more opportunities to grow forward to remain satisfied in their jobs. Strong manager-employee relationship is a crucial ingredient in the employee engagement and retention formula.

Development Dimensions International (DDI, 2005) states that a manager must do five things to create a highly engaged workforce. They are:

- ✓ Align efforts with strategy
- ✓ Empower
- ✓ Promote and encourage teamwork and collaboration
- ✓ Help people grow and develop
- ✓ Provide support and recognition where appropriate

CIPD (2006) on the basis of its survey of 2000 employees from across Great Britain indicates that communication is the top priority to lead employees to engagement. The report singles out having the opportunity to feed their views and opinions upwards as the most important driver of people's engagement. The report also identifies the importance of being kept informed about what is going on in the organization.

Need for the Study

People are considered as the most critical resource in an organization because they predominantly influence the quality, output and brand value of an organization. This is primarily because an organization's success is, largely, depends on the decisions its employees make and the behaviors' in which they engage. It can be understood that employee engagement is a concept that encompasses employee involvement and commitment. It is a positive attitude held by the employees towards the organization and its values. The concept has been rapidly gaining popularity, utility and importance and impacts organizations in many ways.

Employee Engagement studies in India are very few and the existing literature focuses on factors like job role, rewards & recognition, leadership & planning as strong determinants of Employee Engagement. Few studies are found on the measurement of Employee Engagement, ways and means to enhance Employee Engagement, the impact of organizational inputs on Employee Engagement in the MNC like GSKCH LTD. Whereas studies relating to engagement drivers such as Autonomy / Empowerment, Career Progression, Collaboration and Communication and it's on engaged workforce are insufficient. Therefore, there is a need to study the current employee engagement levels in the GSKCH LTD, Rajahmundry to analyze the drivers and suggest additional measures for fully engaging the workforce of the company for its sustained growth. The Management of the GSKCH LTD needs to continuously review whether the current employee engagement and involvement levels in the company are satisfactory for achieving sustained performance of the organization. Such measures must transform in response to the changes taking place in the external and internal environment of the business. Hence, there is a need to evaluate from time to time how far the measures adopted by the GSKCH LTD are appropriate in the present context and what more needs to be done to improve employee engagement, the communication flow, the level of collaboration and involvement in the company at various levels i.e. Executives, Supervisors and Workers for successful performance and growth of the GSKCH LTD, Rajahmundry.

Objectives of the Study

- To examine the interface of respondents' demographic variables (age, qualifications, service, etc.) in GSKCH LTD, Rajahmundry.
- To study about employee engagement in GSKCH LTD, Rajahmundry.
- To analyse the existence of difference between engagement and its drivers mentioned under the study.

Scope of the Study

The present study is confined to the employees working in GSKCH LTD, Rajahmundry. To conduct this survey the middle management level and those who are

working at the lower level of hierarchy in the organization are considered excluding the temporary workers. This study allows the researcher to learn various aspects, tools and practices which can be applied for making the employees more engaged with the organisation. Furthermore this study will also help the organization to know the current levels of engagement of their employees, and will allow them to take necessary actions to motivate them in order to perform better.

Method of the Study

Universe and sampling

The study was undertaken in GlaxoSmithKline Consumer Healthcare Limited (GSKCH LTD), Rajahmundry covering management/executive /staff, permanent workers and contract labour. The personnel/workers that are on their role are 1269 which was considered as population for the present study. Taking time, money and manpower constraints into consideration it was decided to take one third of the population as the sample to conduct the present study. Since the population size is 1269, the number of units that are selected in the sample is $1269 \times \frac{1}{3} = 423$. These 423 members are selected from the sampling frame in which the personnel/workers are arranged in the order- management/ executive/ staff; permanent workers and contract workers by using systematic sampling method. The questionnaire (presented in Annexure I) that was prepared, pre- tested and improved is circulated among all these selected sample personnel. Since it is a private limited company, majority of them are involved in various on role works by travelling here and there, some on attending/ conducting the training activities and some go outside on deputation. It became difficult for the researcher to obtain back all the duly filled-in questionnaires from the 41 personnel. So, these 41 are considered as non-responded personnel in the sample. Ultimately, in this study remaining 382 opinions were considered and analyzed by collected the data through the questionnaire circulated.

Table 1: Distribution of the respondents' based on their Demographic and Economic Profile

Age group	Frequency	Percent
20-30 years	70	18.32
30-40 years	68	17.80
40-50 years	182	47.64
>50 years	62	16.24
Department		
Engineering & Technical	37	9.7
Finance & HR&A	56	14.7
Production	227	59.4
Quality	62	16.2
Qualifications/Education		
Below 10th Class	90	23.6
10th Class	53	13.9
Inter & ITI	38	9.9
Degree	103	27.0
Post Graduation	98	25.7
Income per month in rupees		
Below 40K	46	12

40k-50k	265	69.4
Above 50k	71	18.6
Experience in the Company		
Below 5 yrs	98	25.7
5-10 yrs	75	19.6
10-20 yrs	171	44.8
Above 20 yrs	38	9.9
Marital Status		
Married	348	91.1
Unmarried	34	8.9
Occupation of the Spouse		
Govt. Employee	2	0.6
Private Employee	4	1.1
House Wife	342	98.3
Residence		
Company's Quarters	4	1.0
Own House	317	83.0
Rented House	61	16.0
Mode of Transport		
Own Vehicle	378	99.0
Company Vehicle	4	1.0
Distance Traveled		
< 5 km	124	32.5
5-10 km	256	67.0
10-15 km	2	0.5
Total	348	100.0

Table 1 depicts the distribution of various demographic profiles of the respondents. Out of the total respondents, 47.64 percent of them are in between the age group of 40-50 years, 18.32 percent of them are in between 20-30 years, 17.80 percent of them are in between 30-40 years and the remaining 16.24 percent of them are above 50 years. Hence, it may be analyzed that majority of the respondents are in the age group of 40-50 years.

It can be observed that out of the total respondents, majority (59.4 percent) of the respondents are from Production department, 16.2 percent of the respondents belongs to Quality department, 14.7% respondents are from Finance and HR whereas the remaining 9.7 percent of the respondents are from Engineering & Technical department. Hence, it is perceived that majority of the respondents are from Production department. Out of the total respondents, majority (27.0 percent) of the respondents' are graduates while 25.7 percent of the respondents are Post Graduates, 23.6 percent of them are below 10th class, 13.9 percent of the respondents have 10th class qualification and the remaining 9.9 percent of them are having INTER & ITI qualification. Hence the data shows that most of them have completed their degree. Out of the total respondents, majority of them (69.4 percent) are earning a monthly income of 40k-50k, 18.6 percent of them are earning above 50K per month whereas the remaining 12.0 percent of the respondents are earning less than 40K per month as their salary. Hence, the data shows that majority of the respondents monthly income is in between 40K-50K. Out of the total respondents majority (44.8 percent) of the respondents stated that have accumulated 10-20 years of experience in the current organization, 25.7 percent respondents are working in the present organization from 5 yrs. Further, 19.6 percent respondents have 5-10 years of the experience whereas the remaining 9.9 percent respondents have acquired above 20 years of experience. The data reveals that majority of them are having

10-20 years of experience. Out of the total respondents, 91.1 percent of them are married and the remaining 8.9 percent of them are unmarried. Hence the data shows that majority of the respondents are married.

Out of the total 98.3 percent of the respondents' spouse's are house wife's only, 1.7 percent of their wife's are working in private and another 0.6 percent of the respondents stated that their wife's are working in government organizations. The perception of the respondents shows that majority of the respondents spouses are homemaker's only. Out of the total respondents, 83 percent of the respondents are residing in their own houses, 16 percent of them are staying in a rented house whereas the remaining 1 percent of them are residing in their company quarters. Hence, it may be analyzed that majority of the respondents are residing in their own houses. Out of the total respondents, majority of them (99 percent) are travelling in their own vehicle to the organization whereas the remaining 4 percent of them travel in company vehicle. Hence, the data reveals that majority of the respondents travel on their own vehicle to the work place. Out of the total respondents, 67 percent of them travel to their work place daily for 5-10 kms whereas 32.5 percent of the respondents distance to their work place is 5Kms and the remaining 2 percent of them are travel for 10-15kms. The data reveals that majority of the respondents travel for 5-10 from their work place.

Table 2: Statements relating to Engagement

Distribution of the respondents' based on their proud feeling towards where they work.		
Scale	Frequency	Percent
Strongly Agree	376	98.40
Agree	06	1.60
Distribution of the respondents' based on involvement of their organization in motivating the employees.		
Strongly Agree	24	6.3
Agree	354	92.7
Somewhat agree	4	1
Distribution of the respondents' based on their opinion on their recommendation of this company to family or friends as a great place to work.		
Strongly Agree	306	80.1
Agree	76	19.9
Distribution of the respondents' based on their opinion on their future stay in the current organization.		
Strongly Agree	229	59.9
Agree	153	40.1
Total	382	100

The table 2 represents about the opinion of the respondents on Employee Engagement. Out of the total respondents 98.4 percent of them have strongly agreed that they feel proud to tell others where they work and another 1.6 percent of the respondents have agreed to the statement. Hence, the perception of the respondents shows that all the employees feel proud to inform others about where they work. Out of the sample respondents 92.7 percent of them agreed that their company motivates them in their career progress, 6.3 percent of them agreed to the statement and the remaining 1 percent of them somewhat agreed to the statement. Hence it may be interpreted that all most all the employees have agreed stating that they are being motivated by the organization. Out of the respondents 80.1 percent of them strongly agreed stating that they would recommend the current organization to their friends/ family as a nice place to work and the remaining 19.9 percent of them agreed to the statement. Therefore, it may be interpreted that all the employees would like to

recommend the current organization to their friends/ family as a nice place to work. Out of the total, 59.9 percent of them strongly agreed that they are willing to stay in the present organization even in the future two years of their life and the remaining 40.1 percent of them agreed towards the statement. Hence the perception of the respondents reveals that all the employees would like stay in the future in the current organization even in the future.

Explanation to the statements relating to Autonomy / Empowerment, Career Progression, Collaboration and Communication as the drivers of Employee Engagement

Table 3
Statements relating to engagement drivers Autonomy / Empowerment and Career Progression

Drivers	Statements	SA	A	Somewh at agree	D	SD	Total
Autonomy / Empowerment	Decisions are made at the appropriate level in the company	232 (60.7)	150 (39.8)	–	–	–	
	Managers listens to/ acts on the ideas	25 (6.5)	311 (81.4)	46 (12)	–	–	
	Employees are encouraged to come up with new ways of doing things in my role	152 (39.8)	222 (58.1)	08 (2.1)	–	–	
	Provided with opportunity to be involved in decisions that affect the employee.	285 (74.6)	87 (22.8)	10 (2.6)	–	–	
Career Progression	There are good opportunities for career progression at this company	318 (83.2)	64 (16.8)		–	–	
	Manger gives me the opportunity to try new things in my role which align with my career goals	19 (5)	327 (85.6)	36 (9.4)	–	–	
	have an understanding of career path at this company	180 (647.1)	202 (52.9)		–	–	
	Finding the day-to-day work as challenging and interesting	296 (77.5)	78 (20.4)	08 (2.1)	–	–	
	Total						

Inference:

Table 3 illustrates the opinion of sample respondents relating to the statements under the category of Autonomy / Empowerment and Career Progression. The perception of the respondents reveals that a vast majority of them feel that the decisions are made at appropriate level and they strongly feel that managers listen to their ideas or acts upon it as opined by more than 90 percent of the respondents whereas only 12 percent of them somewhat agreed to the statement. Moreover, the employees are involved in the decisions that that would affect the employee.

The information pertaining to the career progression reveals that majority of the respondents are happy and feel that managers give ample opportunities to the employees in order to try new things on their roles that are aligned to their career goals. All of them have an understanding of their career path in the company as opined by majority of the respondents and almost all of them find the day to day work as interesting and challenging. This reveals that the employee's career progression and the opportunities provided to its employees is good.

Table 4
Statements relating to engagement drivers Collaboration and Communication

Drivers	Statements	SA	A	Somewhat agree	D	SD	Total
Collaboration	Existence of diverse types of people	326 (85.3)	54 (14.1)	02 (.5)	—	—	
	Easy to collaborate with other functions or teams within this company	06 (1.6)	07 (1.8)	123 (32.2)	246 (64.4)	—	
	The workload is evenly distributed across the team	15 (3.9)	8 (2.1)	76 (19.9)	283 (74.1)	—	
Communication	There exists no open and honest two-way communication in this company	194 (50.8)	156 (40.8)	32 (8.4)	—	—	
	I receive regular communication from my manager about what is happening at this company	16 (4.2)	30 (7.9)	42 (11)	294 (77)	—	
	I feel I am able to communicate freely up the line, even when I am communicating bad news	42 (11)	33 (8.6)	80 (20.9)	227 (59.4)	—	
	Total						

Inference

Table 4 illustrates the opinion of sample respondents relating to the statements under the category of collaboration and communication. All of the respondents opined that there is an existence of people in this organisation from different backgrounds, ages and opinions. With regard to flexibility at the workplace more than half of the respondents stated that it is not easy to collaborate with other functions or teams within this company and another 74.1 percent of them opined that the workload is not evenly distributed across the team.

The statements relating to communication reveals that there is no open and honest communication existing in the company and 77 percent of them do not receive open and honest two-way communication in the company. However, 59.4 percent of them stated that they are not able to communicate freely up the line when they are communication any bad news in the company.

This reveals that the employees do not collaborate much among the work teams and their work-load is not evenly distributed. Moreover, there is no open and honest communication existing in the company which needs to be taken care of.

T-test for showing significance difference between engagement and its drivers mentioned under the study

Table: 5
t-test for testing the significant difference between average scores of Engagement and Autonomy/ Empowerment

	T-test for Dependent Samples Marked differences are significant at $p < .05000$							
	Mean	Std. Dv.	N	Diff.	Std. Dv. Diff.	t	df	p
Engagement	2.609293	0.166991						
Autonomy/ Empowerment	2.412304	0.287249	382	0.196990	0.303042	12.7049	381	0.000

From the table 5 it can be inferred that there is a significant difference between average scores of Engagement and Autonomy/ Empowerment. That is the respondents are in the impression that there exists a significant variation between the levels of Engagement and Autonomy/ Empowerment in the organization.

Table: 6
t-test for testing the significant difference between average scores of Engagement and Career Progression

	T-test for Dependent Samples Marked differences are significant at $p < .05000$							
	Mean	Std. Dv.	N	Diff.	Std. Dv. Diff.	t	df	p
Engagement	2.609293	0.166991						
Career Progression	2.583115	0.204436	382	0.026178	0.254813	2.0079	381	0.045

From the table it can be inferred that there is a significant difference between average scores of Engagement and Career Progression. That is respondents are in the impression that there is a significant variation between the levels of Engagement and Career Progression within the organization.

Table: 7
t-test/ for testing the significant difference between average scores of Engagement and Collaboration

	T-test for Dependent Samples Marked differences are significant at $p < .05000$							
	Mean	Std. Dv.	N	Diff.	Std. Dv. Diff.	t	df	P
Engagement	2.609293	0.166991						
Collaboration	0.742583	0.561522	382	1.866710	0.558703	65.3022	381	0.000

From the table it can be inferred that there is a significant difference between average scores of Engagement and Collaboration. That is respondents are in the impression that there is a significant variation between the levels of Engagement and Collaboration within the organization.

Table: 8
t-test for testing the significant difference between average scores of Engagement and Communication

	T-test for Dependent Samples Marked differences are significant at $p < .05000$							
	Mean	Std. Dv.	N	Diff.	Std. Dv. Diff.	t	df	p
Engagement	2.609293	0.166991						
Communication	0.721640	0.634070	382	1.887653	0.631750	58.3994	381	0.000

From the table it can be inferred that there is a significant difference between average score of Engagement and Communication. That is respondents are in the impression that there is a significant variation between the levels of Engagement and Communication within the organization.

FINDINGS AND SUGGESTIONS OF THE STUDY

Demographic factors

The various demographic factors of respondents in GSKCH Ltd are taken into consideration and explained. The age is the most important demographic factor to identify the effectiveness of employee engagement in GSKCH Ltd. With regard to age of the employees' majority of the employees are in the age group of 40-50 years as compared to the other age groups showing a least percentage. In respect of various department groups most of them are from production department. The educational qualifications reveal that most of them have completed their degree. The data further reveals that majority of the respondents' monthly income is in between 40K-50K and they are having an experience of 10-20 years. In view of the respondents' marital status a vast majority of the respondents are married and majority of their spouses are house wife's and most of the respondents are having their own house. With regard to the mode of transportation it is revealed that most of them travel in their own vehicle to the work place and they travel for 5-10 from their work place.

Engagement

Employee engagement acts as a tool for satisfying the employees to a greater extent, it also motivates the employees to work in an effective manner. In view of the perception of the respondents towards their engagement level within the company it had been found that all the employees are having a proud feeling towards their work and are feeling proud to inform others about where they work. The study also reveals that most of them are feeling engaged and are motivated by the organization further, would like to recommend the current organization to their friends/ family members as a nice place to work. In addition majority of the respondents would like to continue in the present organization even in the future.

Findings based on t-test

To identify the level of significance difference between engagement and its drivers mentioned under the study t-test was conducted and the study reveals that there is a significant deference between engagement and the various drivers of engagement namely Autonomy / Empowerment, Career Progression, Collaboration and Communication mentioned under study as the p value is less than 0.05 indicating a significant variation among engagement and its various drivers.

Suggestions**Team building and Collaborative Culture**

As the diverse people are working together in the company and many a times they do not collaborate with each other functions/ teams in the company. Therefore, the company should in build a collaborative culture where they would work in team in various functions.

Timely Communication on various aspects

It is perceived that the employees do not receive regular communication from their manager. Hence, it is suggested that the management should communicate to its employees on a regular basis so that they are aware of the whereabouts of the company. This would help in systematic handling of various activities and in completing the tasks successfully at the front and back end/ in different arenas.

CONCLUSION

The term engagement has been used so often and in so many different situations that it become even harder to define. Many people think it means happiness or satisfaction, but it is something more than that because most organizations conduct an annual survey and think that's enough but it really needs commitment from everyone and surveys should be one part of an entire engagement strategy. But unfortunately, not many managers possess all the talents required to lead effectively and only good leaders motivate their employees, give them autonomy, build relationships and help employees achieve their goals.

Thus, employee engagement plays a vital role in the success of business in any organization for achieving organizational goals and vision. It also translates into higher and faster revenue growth because engaged employee are more innovative and place more emphasis on meeting customer needs, thereby acting as a winning formula for making organizational excellence for which the organizations need to create and sustain a peaceful work environment, where every employee can contribute to the organization in assigned area of work with full freedom and dignity and for this reason employee engagement is considered to be a consistent predictor of individual performance and organizational results. The greater the level of an employee's engagement and involvement the more likely the employee will go above and beyond the minimum required effort for higher performance.

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