

A Study on Employees Engagement amongst Employees of Mochiko Shoes Pvt. Ltd.: A Study Conducted in Dehradun

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ABSTRACT

Performance management can enhance employee engagement by organizing activities that contribute to engagement, such as goal setting, feedback, employee development, and creating a trusting environment. However, more research is needed to identify the most impactful activities. Some studies collectively underscore the significance of employee engagement in driving organizational success, emphasizing the role of HR practices, performance management, workplace climate, and alignment in fostering engagement and improving outcomes. It has been observed through literature review that employees spent their most of the time in an organization but relatively are lesser engaged which leads to lower productivity, higher attrition. Thus, a need was felt to research this area and find out the factors leading to increased employee engagement on job.

Data Collection Method

Primary Data: The primary data was collected by using questionnaire method. A self-made questionnaire will be distributed to the employees.

Secondary Data: The secondary data was collected through books, magazines, journals and online data bases.

INTRODUCTION

Employee Engagement, also called work engagement or worker engagement, is a business management concept. "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 & perform at work".

Employee engagement is itself an essential tool in the management toolbox. Engaged employees are highly motivated employees who are committed to the success of the organization. Without employee engagement, the organization will fail to reach its greatest potential.

Employee engagement is the most important factor that influence the growth of organization to a great extent as this term is directly related with managing the essential assets of organization i.e. employees.

Employee engagement is not only confined with keeping employees engaged in their work but also to make them feel as the important part of the organization by involving them in different types of activities rather than work. Such activities help employees to find themselves comfortable with the working environment.

Employee engagement is a key business driver for organizational success. High levels of engagement in domestic and global firms promote retention of talent, foster customer loyalty and improve organizational performance and stakeholder value. A complex concept, engagement is influenced by many factors—from workplace culture, organizational communication and managerial styles to trust and respect, leadership and company reputation.

Literature Review studies collectively underscore the significance of employee engagement in driving organizational success, emphasizing the role of HR practices, performance management, workplace climate, and alignment in fostering engagement and improving outcomes.

Employee engagement does not mean employee happiness.

Someone might be happy at work, but that doesn't necessarily mean they are working hard, productively on behalf of the organization. Making employees happy is different from making them engaged.

Employee engagement doesn't mean employee satisfaction.

Many companies have “employee satisfaction” surveys and executives talk about “employee satisfaction”. A satisfied employee might show up for her daily 9-to-5 without complaint. But that same “satisfied” employee might not go the extra effort on his/her own.

Definition: Employee engagement is the emotional commitment the employee has to the organization and its goals. This emotional commitment means engaged employees actually care about their work and their company. They don't work just for a paycheck, or just for the next promotion, but work on behalf of the organization's goals. 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. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employees. Thus, Employee engagement is a barometer that determines the association of a person with the organization.

How much employee engagement activities important in an organization?

It is very important for an organization to keep their employees engaged and therefore only engaged employees feel a strong emotional bond to the organization that employs them. An organization's productivity is measured not in terms of employee satisfaction but by employee engagement. Employees are said to be engaged when they show a positive attitude toward the organization and express a commitment to remain with the organization.

Each organization focuses on how to keep their employees engaged not only with work but also by conducting various activities from time to time. Even in a tight economy, good companies want to retain good employees. Increasing employee engagement is an important method that companies use to ensure loyalty and tenure. There are a number of things that organizations have found to be effective in terms of employee engagement. Employees who feel they are doing something interesting and meaningful also feel personally inspired and accomplished, which naturally leads to pride in their work and the organization.

Every company has its own unique culture, and different style of engaging their employee, some of them conducts fun activities, quiz competitions, etc.

Conducting different activities not only helps to assure the interest of the employees but also reduces their boredom in work. These activities should be conducted to keep employees fresh and sustain ongoing commitment to work with fun on the job.

Organizations that encourage employees to participate in different organized activities on work time see an increase in productivity and job satisfaction. Many companies give employees a certain number of hours they can use for themselves by taking part in various activities, allowing employees to give back does as much for the employee's self-esteem as it does for the organization

Volunteering improves employee performance, promotes teamwork, increases job satisfaction as well as attitude and morale, and communication between all levels of employees within the organization.

How is employee engagement measured?

Employee engagement is typically measured using an employee engagement survey that has been developed specifically for this purpose. Employee engagement surveys must be statistically validated and benchmarked against other organizations if they are going to provide useful results. Without these things, it is difficult to know what you are measuring and whether the results are good or bad.

Engagement can be accurately measured with short surveys that contain just a few questions, but such short surveys can only provide an indication of whether employees are engaged. They have a hard time explaining why employees are engaged or disengaged because they lack detail. In order to get a complete picture of employee engagement, a survey needs to include about 50 to 80 questions that cover a complete range of topics related to employee engagement.

Benefits of employee engagement activities important

Employee engagement benefits everyone, involved with a business by creating an informed, involved and productive workplace that helps propel the business towards its goals. Engaged employees:

- Have a desire and commitment to give their best to business
- Have more revenue for business
- Demonstrate higher levels of innovation
- Have lower rates of sickness or absenteeism
- Are less likely to leave your business

- Behave in ways that support your business values
- Have a positive impact on customer services
- Engaged employees also have a stronger sense of personal well-being and feel more involved, committed and productive at work.

The benefits to a pleasant and happy work place are that happy employees are more loyal and productive employees. The absenteeism and tardiness rate may decrease as people look forward to going to work. The turnover rate may decrease, as employees feel content and loyal to an organization. And the cost associated with illness may decrease as people experience the positive physiological and psychological effects of laughter. Company activities can teach employees how working together as a team, can be fun and increase productivity.

Four Reasons how fun can improve work quality and mental health:

- Fun breaks up boredom and fatigue.
- Fun fulfills human social needs.
- Fun increases creativity and willingness to help.
- Fun improves communication.

Organizing different activities does not only mean reducing boredom or stress of employees but also engaging them at the work place indirectly as they find it more interesting rather than work.

LITERATURE REVIEW

Employee engagement is one of the most important areas on which most of the organizations are focusing on and a lot of research has been done so far on it by many authors. The literatures indicate that employee engagement is closely linked with organizational performance outcomes. Some of them are discussed as follows.

(Wiley, 2010) in his article explores how to measure and identify employee engagement within the organizations. It discusses the importance of employee engagement towards developing performance excellence. Furthermore, it examines the factors that motivate an engaged workforce and highlights the role of the human resources (HR) departments in helping the managers strengthened the workforce.

(Attridge, 2009) in his study focuses on the concept that high levels of work engagement are when employees are involved with, committed to, enthusiastic, and passionate about their work. This article provides a review of the literature on employee engagement, based on studies from academic and business sources. Areas of focus include defining the concept of employee work engagement, how it is measured, how often it occurs, the costs of disengagement, the business benefits linked to positive engagement, and how workplaces can be changed to encourage engagement. The findings indicate that work engagement can be improved through adopting certain workplace behavioral health practices that address supervisory communication, job design, resource support, working conditions, corporate culture, and leadership style. Also featured are several case studies from employers who measure and use employee engagement data to improve their work culture, retain employees, and increase business financial success. Implications for improving the service of employee assistance and behavioral health providers are discussed.

(Mone, 2011) on a study conducted in a large corporation (XINC, a pseudonym) and other research stated that performance management can be used to increase levels of employee engagement. The article begins with a discussion of employee engagement, define engaged employees as those who feel involved, committed, passionate, and empowered, and demonstrate those feelings in work behavior.

It then discusses an expanded view of performance management, conceptualizing it as five major activities that serve to organize relevant behaviors shown to be either direct or indirect predictors of employee engagement in the study at XINC. These major activities include setting performance and development goals, providing ongoing feedback and recognition, managing employee development, conducting mid-year and year-end appraisals, and building a climate of trust and empowerment. A brief discussion on how each of these major activities contributes to employee engagement has been done and suggestions on which activities benefit from further research, and recommendations on possible studies is also there. Although there is evidence for performance management as a driver of employee engagement, it can be concluded that there is a need for additional research that clarifies for managers which of these activities have the strongest impact on employee engagement.

(Thomas, 2007) in his article presents a study of the concept of employee engagement in management theory. The main focus of the article is to introduce scale development as a means to measure engagement as a unit dimensional state. Two phases of research are conducted and presented, one consisting of the scale development, and a second phase consisting of a pilot-test of the newly developed scale, with data collection and analysis from a replication sample. The

author concludes that the newly developed scale supports the notion that engagement is a situation-specific motivation relating with outcomes both attitudinal and behavioral.

(B. Shuck, 2011) elaborated the concept of employee engagement has garnered attention in both practitioner and academic communities and several approaches for understanding engagement have developed. Whereas many authors have taken their own approach to understanding employee engagement, others have offered reinterpretations of the concept wrapped in well-researched and documented organizational variables. Fortunately, distinct streams of literature have emerged but are widely disparate, surfacing intermittently in the fields of psychology, sociology, management, human resource development (HRD), human resource management, and health care. This lack of continuity is a significant hurdle for HRD professionals being called on to develop innovative solutions to the absence of engagement inside organizations. The purpose of this integrative literature review was to synthesize the current state of scholarly research on employee engagement. As a result, four major approaches emerged, defining the existing state of employee engagement in the academic community. Each approach is explored and interpretations offered. Implications and questions for HRD bring this article to a close.

(M. Alagaraja et.al, 2015) explored existing perspectives of organizational alignment and employee engagement from the literature to better understand the alignment-engagement linkages to individual performance. This is an underexplored area of inquiry in human resource development (HRD). Our analysis of the alignment and engagement literatures resulted in the development of an exploratory conceptual model. The conceptual model elaborates on the organizational alignment–employee engagement linkages and their impact on individual performance. These interconnections emphasize the importance of developing internally consistent HRD interventions or programs that align individual skills and knowledge with job characteristics and organizational systems and routines.

Furthermore, the model highlights the dynamic nature of the alignment-engagement linkages both as a source and context which facilitates individual performance, and influences the extent to which employees exhibit essential as well as discretionary behaviors. We elaborate on the implications for HRD theory, research, and practice.

(B. Shuck et. al. 2014) stated that poor workforce engagement can be detrimental to organizations of the ensuing decrease in employee well-being and productivity. The purpose of the present study was to investigate the degree to which psychological workplace climate was associated with personal accomplishment, depersonalization, emotional exhaustion, and psychological well-being, and whether employee engagement moderated these relations. A sample of 216 health care employees from the United States, Canada, and Japan completed an online survey. Regression results suggested that psychological workplace climate was significantly related to each outcome variable; engagement moderated relations between workplace climate and each of the four dependent variables.

ANOVA results revealed that high engagement group employees demonstrated higher psychological well-being and personal accomplishment, whereas low engagement group employees exhibited higher emotional exhaustion and depersonalization.

Research methodology

Research methodology refers to the body of methods or techniques used in the study. The term method means an appropriate way of doing something. Every case study requires a suitable method of investigation. There are various important methods through which we can do research.

Problem Formulation: It has been observed through review literature that employees spent their most of the time in an organization but relatively are lesser engaged which leads to lower productivity, higher attrition. Thus, a need was felt to research this area and find out the factors leading to increased employee engagement on job.

Objective of Research

1. To determine the level of employee engagement among employees.
2. To study the factors affecting the employee engagement.

Data Collection:

Primary Data: The primary data was collected by using questionnaire method. A self-made questionnaire will be distributed to the employees.

Secondary Data: The secondary data was collected through books, magazines, journals and online data bases.

Sampling:

Sample Size: 35 Employees

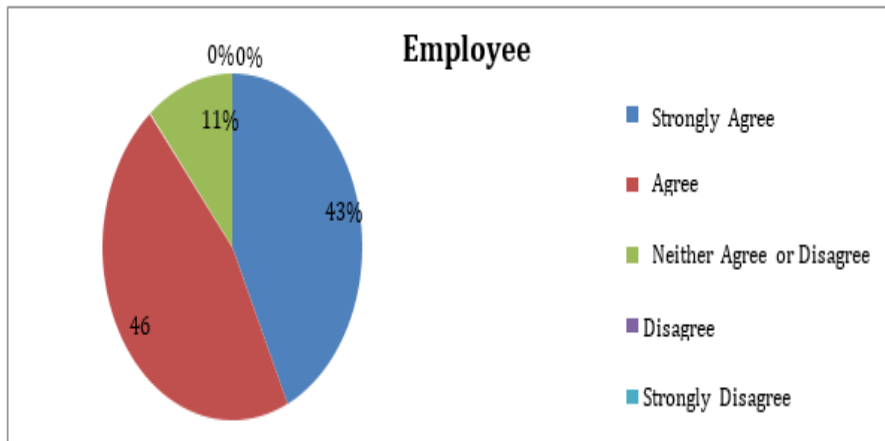
Sample Area: Mochiko shoes private limited, Laaltappad, Dehradun (Uttarakhand)

Sample Frame: Middle level

Sampling technique: Simple Random sampling technique will be used.

DATA ANALYSIS & INTERPRETATION

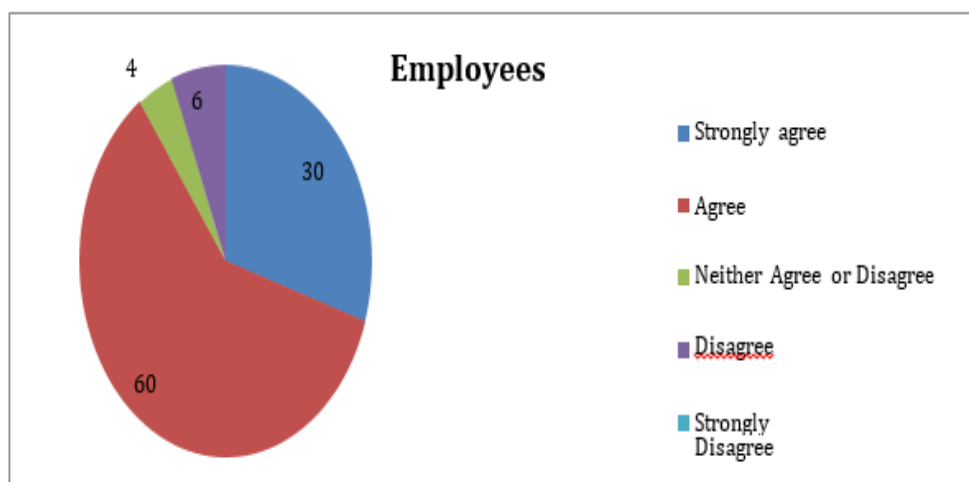
My job allows me to learn new things.



Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
10	20	2	3	0

Interpretation-The mean score is 4.05 indicates that the majority of respondents agree that the employees’ jobs allow them to learn new things.

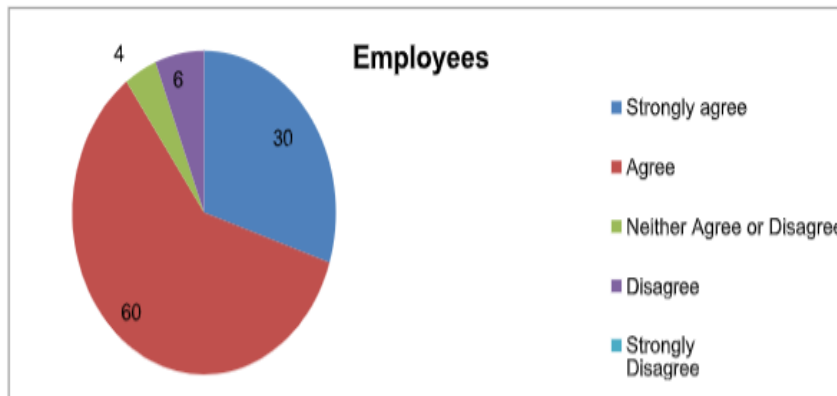
My job allows me to use my skills and abilities.



Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
15	16	4	0	0

Interpretation-The mean score is 4.3 indicates that the majority of respondents agree that the employees job allows them to use their skills.

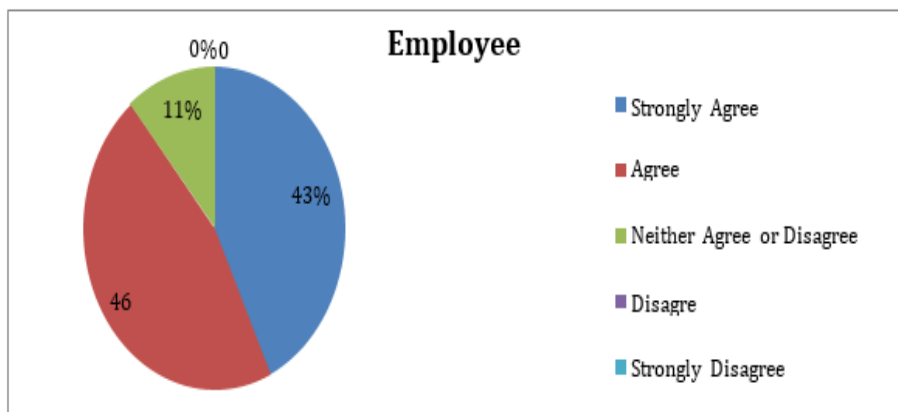
My job allows me to learn new things.



Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
10	20	2	3	0

Interpretation-The mean score is 4.05 indicates that the majority of respondents agree that the employees’ jobs allow them to learn new things.

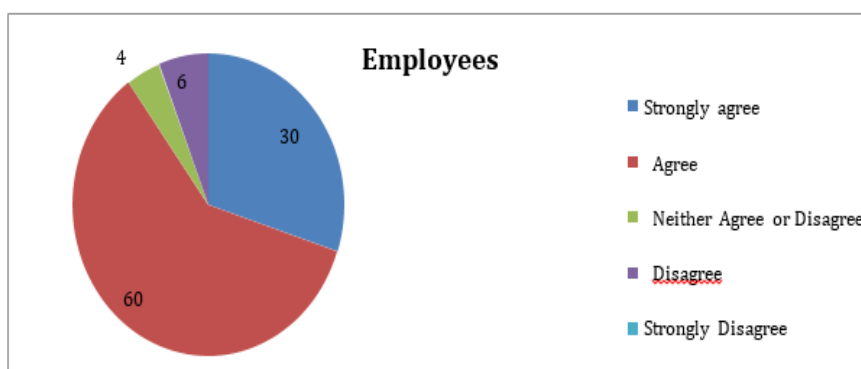
My job allows me to use my skills and abilities.



Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
15	16	4	0	0

Interpretation-The mean score is 4.3 indicates that the majority of respondents agree that the employees job allows them to use their skills.

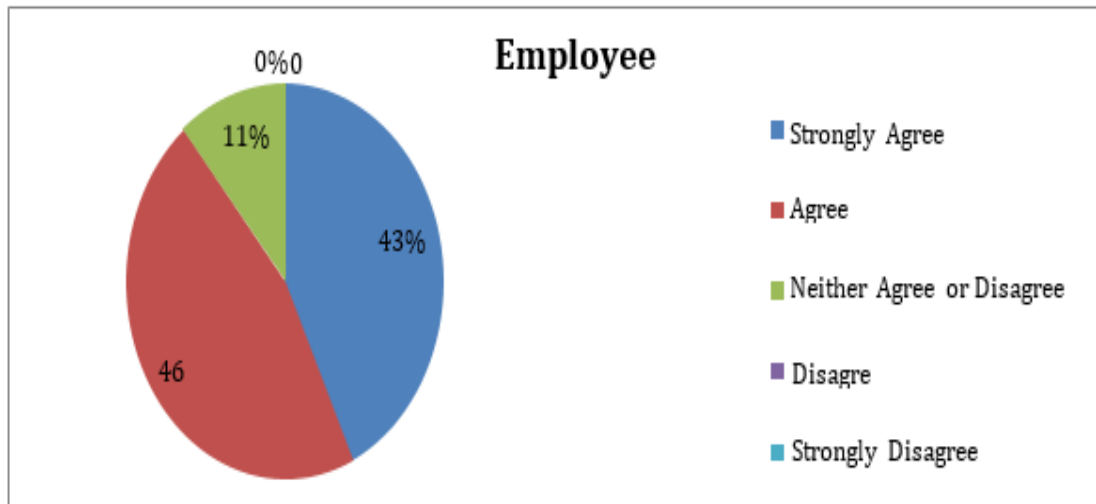
My job allows me to learn new things.



Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
10	20	2	3	0

Interpretation-The mean score is 4.05 indicates that the majority of respondents agree that the employees' jobs allow them to learn new things.

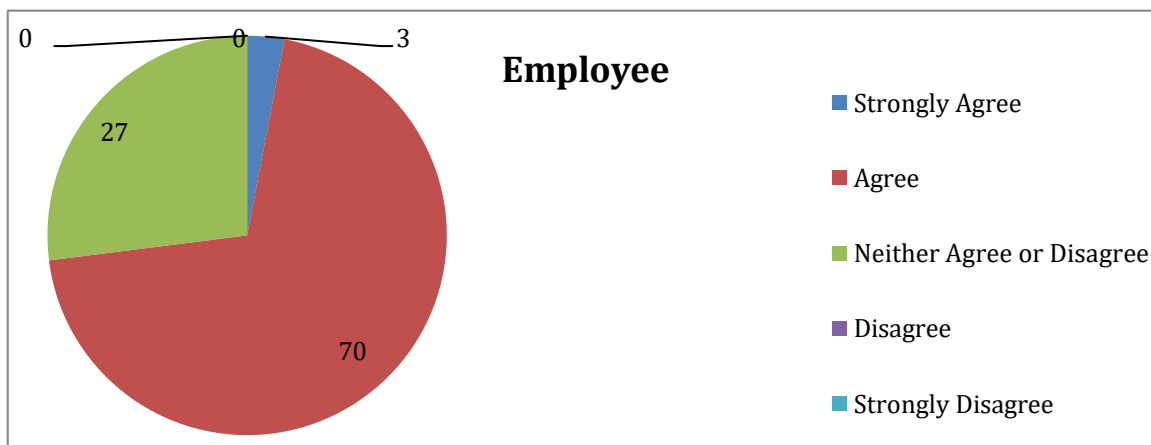
My job allows me to use my skills and abilities.



Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
15	16	4	0	0

Interpretation-The mean score is 4.3 indicates that the majority of respondents agree that the employees job allows them to use their skills.

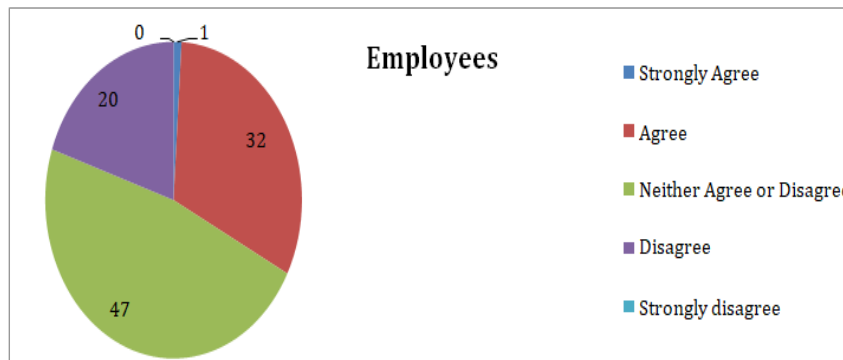
Employees in my organization take the initiative to help the other employees when the need arises.



Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	26	9	0	0

Interpretation-The mean score 3.88 indicates that majority of respondents agree that the employees in the organization take initiative to help the other employees when the need arises.

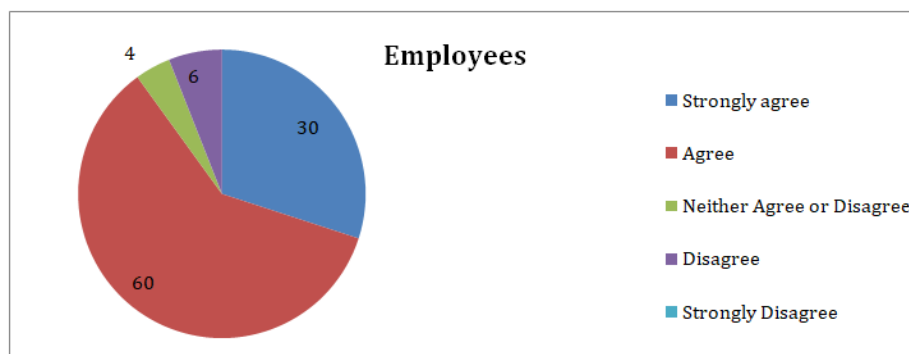
Employees in my organization are willing to except change.



Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	11	16	7	0

Interpretation-The mean score is 3.17 indicates that the majority of respondents are uncertain that the employees in the organization are willing to except change.

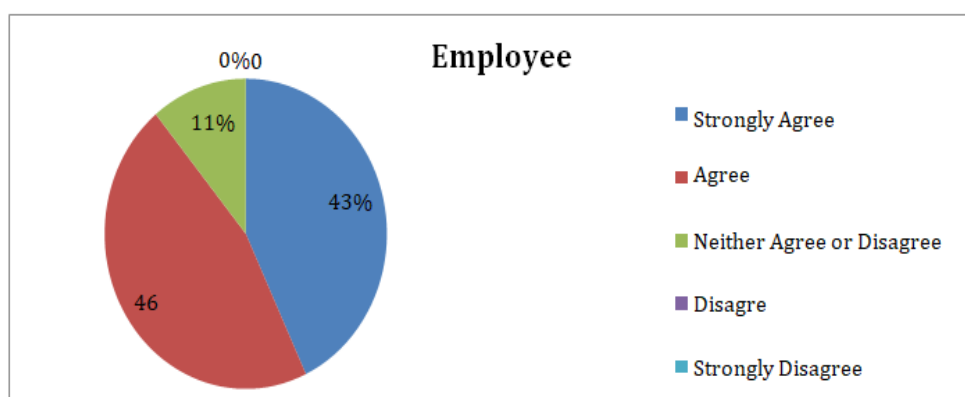
My job allows me to learn new things.



Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
10	20	2	3	0

Interpretation-The mean score is 4.05 indicates that the majority of respondents agree that the employees' jobs allow them to learn new things.

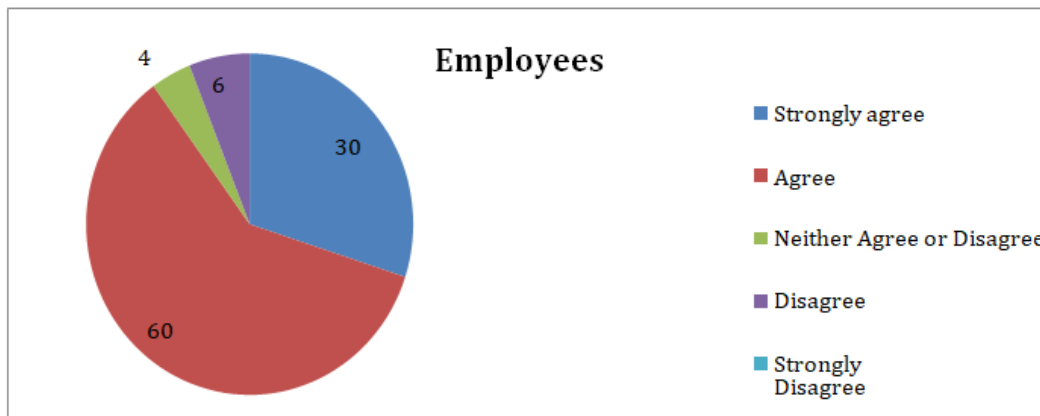
My job allows me to use my skills and abilities.



Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
15	16	4	0	0

Interpretation-The mean score is 4.3 indicates that the majority of respondents agree that the employees job allows them to use their skills.

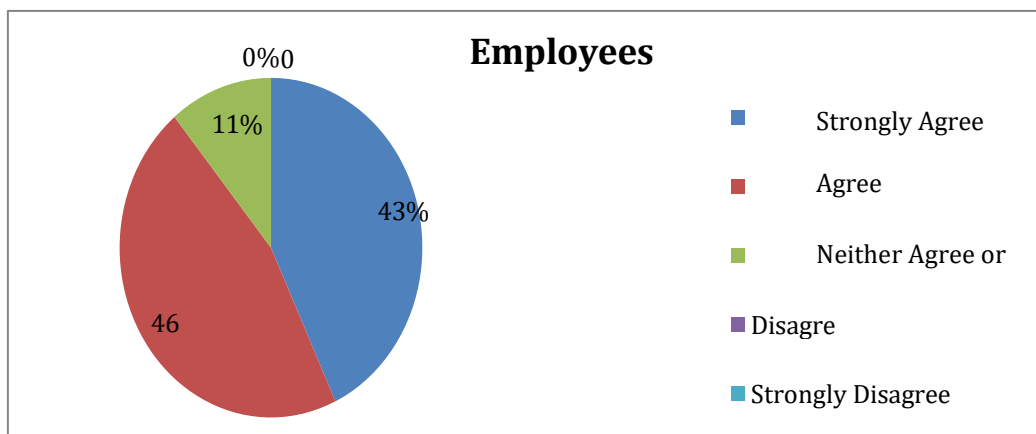
My job allows me to learn new things.



Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
10	20	2	3	0

Interpretation-The mean score is 4.05 indicates that the majority of respondents agree that the employees' jobs allow them to learn new things.

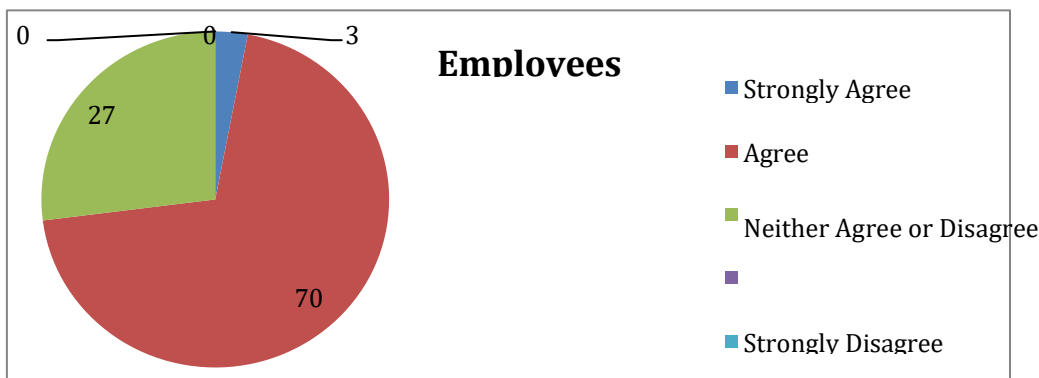
My job allows me to use my skills and abilities.



Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
15	16	4	0	0

Interpretation-The mean score is 4.3 indicates that the majority of respondents agree that the employees job allows them to use their skills.

Employees in my organization take the initiative to help the other employees when the need arises.



Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	26	9	0	0

Interpretation-The mean score 3.88 indicates that majority of respondents agree that the employees in the organization take initiative to help the other employees when the need arises.

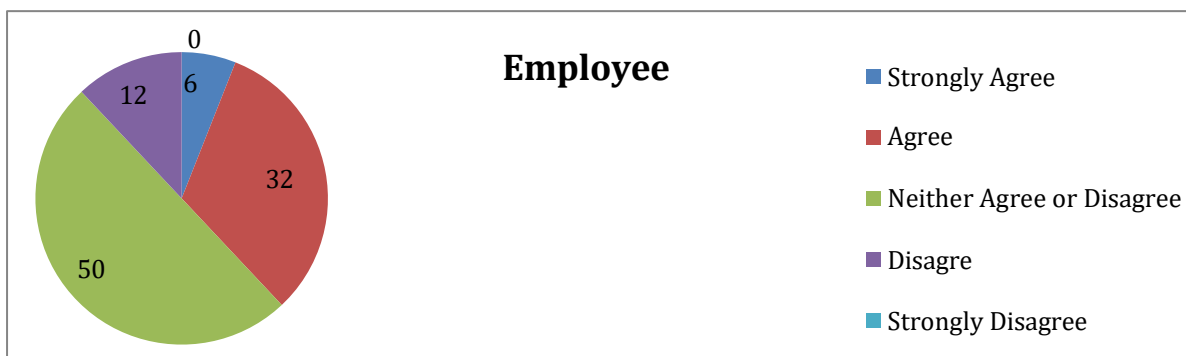
Employees in my organization are willing to except change.



Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	11	16	7	0

Interpretation-The mean score is 3.17 indicates that the majority of respondents are uncertain that the employees in the organization are willing to except change.

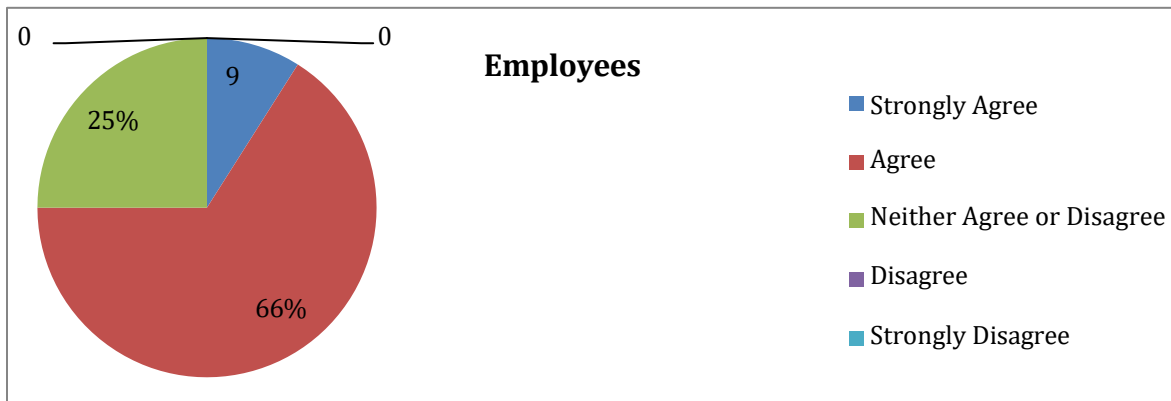
Employees are willing to take on new tasks as needed.



Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
2	11	17	5	0

Interpretation- The mean score 3.28 indicates that the majority of respondents are uncertain that the employees in the organization are unsure to take new tasks as needed.

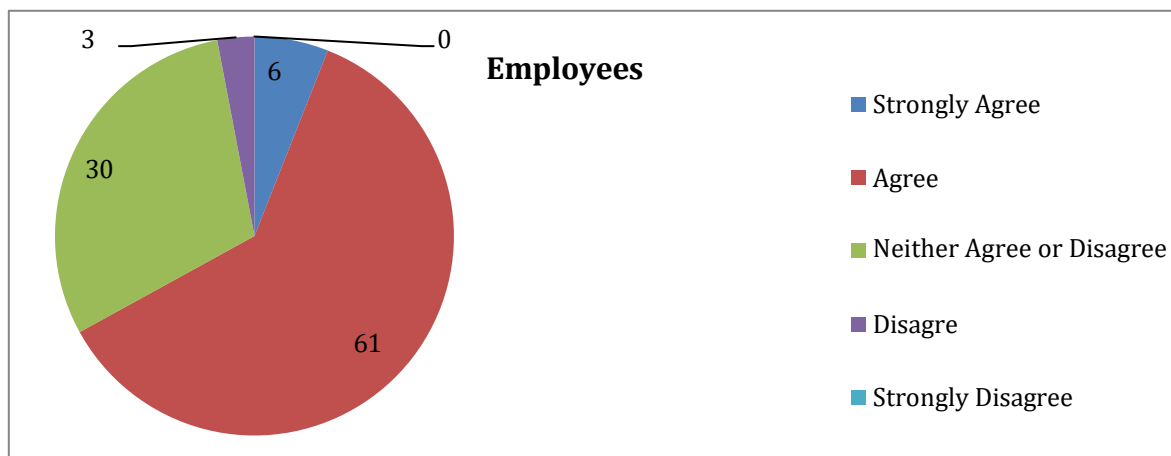
Employees proactively identify future challenges and opportunities.



Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
0	23	3	9	0

Interpretation- The mean score 3.6 indicates the majority of respondents agree that more than average employees are able to identify future challenges and opportunities.

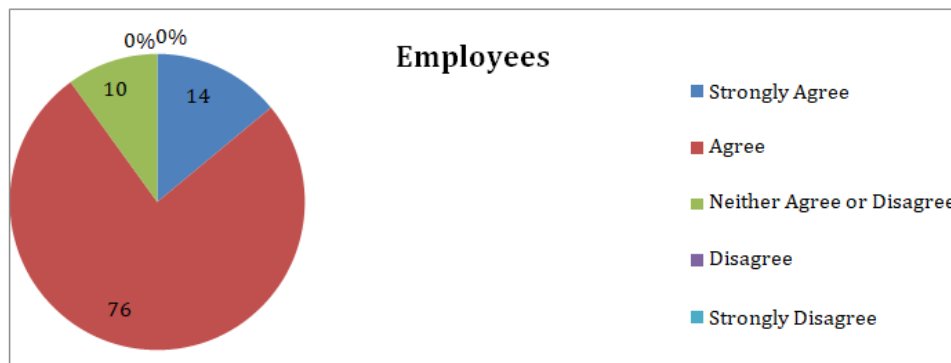
In my organization, employees adapt quickly to difficult situation.



Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
2	22	10	1	0

Interpretation- The mean score is 3.71 indicates the majority of respondents agree that the employees adapt quickly to difficult situation.

I am often so involved in my work that the day goes by very quickly.



Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
5	26	4	0	0

Interpretation-The mean score is 4.02 indicates the majority of respondents agree that the employee, often so involved in my work that the day goes by very quickly

Research findings

- Majority of employees feels that their job allows them to learn new things and to use their skills.
- Majority also reported that they are often so involved in their work that the days go by very quickly.
- Majority of the employees showed their high involvement in their work.
- They also feel that there is scope of their development in the organization. Though there were certain areas reported by the respondents which need attention.
- The employed showed uncertainly about the helpful attitude of the supervisor at work.
- Majority also felt that their jobs often require the repetition of same kind of work.

RECOMMENDATION & CONCLUSION

Engaged employees care about the future of the company and are willing to invest the discretionary effort. Engaged employees feel a strong emotional bond to the organization that employs them.

- Employee perceptions of job importance.
 - Regular feedback and dialogue with superiors.
 - Reward to engage.
 - Effective internal Employee communications.
 - Career advancement /improvement opportunities.
- 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 & perform at work”
Thus, engagement is distinctively different from satisfaction, motivation, culture, climate and opinion and very difficult to measure.
- Majority of employees feels that their job allows them to learn new things and to use their skills.
 - Majority also reported that they are often so involved in their work that the days go by very quickly.
 - Majority of the employees showed their high involvement in their work.
 - They also feel that there is scope of their development in the organization. Though there were certain areas reported by the respondents which need attention.
 - The employed showed uncertainly about the helpful attitude of the supervisor at work.
 - Majority also felt that their jobs often require the repetition of same kind of work

Suggestions

- The supervisor should be change to develop friendly attitude with the employees.
- Regular dialogue with the superior should be there.
- They should be better understanding between employees and supervisor.
- Jobs should be redesign to make them more and reached, so as to avoid monotonous.

- Jobs engagement or time to time changes in the jobs would also help in improving the employees' acceptability to change.
- It will find that majority of employees are not comfortable with acceptance to change in the organization. This could be because of repeated work done by the employees over and over a period of time.

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