

Impact Of Employee Engagement On Employee Innovative Behavior

*ANUPAMA R NAIR, **Dr. RAVI KUMAR

*Research Scholar, **Principal – CMS Institute of Management Studies, Coimbatore, India.

ABSTRACT - To achieve success and to be claimed as a reputed organization, firms need to focus on engaging employees physically as well as mentally. Employees when engaged, profoundly express themselves physically, cognitively and emotionally during their role performances in the organization. This will not only create a positive work atmosphere but also yield enormous growth rate of organizations. The paper deals with the importance of employee engagement and how it creates a favorable work environment, thus bringing out the best from the employees, giving birth to innovative ideas.

Keywords: Employee, Engagement, Innovative, Behavior, Organizations.

I. INTRODUCTION

Employee Engagement was conceptualized by Kahn, (1990) as he explained how people can “use varying degrees of their selves physically, cognitively and emotionally in work role performances”. Hence, Employee engagement is the dimension of work responsibility and inclusion a employee has towards the estimations of the association. An engaged worker is very much aware of business situation, and works with colleagues to upgrade and enhance the execution inside the activity to assist the association. Each sector should work towards the developing and supporting of engagement culture. Also, this can be accomplished by a two-path connection among employee and business. Subsequently, Employee Engagement goes about as an indicator which decides the relationship of a person with the organization. HR professionals are of the conclusion that the engagement challenge has a great deal to do with how employee feels about their work understanding and how they are treated in the organization. It has a ton to do with the feelings of an employee who on a very basic level associated with the achievement in an organization. There are individuals who never give their earnest attempts regardless of how hard HR and line managers endeavor to draw in them. However, for most employees they need to remain submitted to their organizations in light of the fact that doing as such fulfills an amazing and an essential need in association with something noteworthy.

II. REVIEW OF LITERATURE

Subside Cheese (2005) has concentrated on analysis of data gathered from 2400 employees and 240 HR administrators from 26 organizations through another estimation instrument – The Accenture Human Capital Development framework which uncovered that organizations with most connected with employees have

fabricated a culture that cultivates inspiration, responsibility and enthusiasm for work.

Bakker et al. (2008) referenced in his article four reasons why connected with workers perform superior to non-engaged workers. Engaged employees: first, regularly experience constructive feelings, including joy, euphoria, and excitement. Second, experience better mental and physical wellbeing; Third, make their own activity and individual assets (e.g., support from others); lastly exchange their engagement to other people.

Theresa. M. Welbourne (2007), as indicated by her the best way to enhance employee engagement over numerous organizations is to comprehend what the practices are favored not simply frames of mind. Practices are as yet the missing component in employee engagement. She has proposed a job based execution model as a possibility for giving a meaning of the practices of worker engagement. The job based execution model recognizes the sorts of practices required from employees to drive better execution.

ShirishDeodhar (2015) clarifies that Worldwide, organizations, managers and pioneers have been executing different techniques and workplace activities to expand their employee engagement yet one thing which Gallup points out is that except if employees accept some proportion of obligation regarding their own engagement, the endeavors by the organizations are not going to be productive.

W.H. Macey and B. Schneider (2008) says, engagement when it is conceptualized as constructive connection to the bigger authoritative substance and estimated as an eagerness to apply vitality in help of the association, to feel pride as a hierarchical part, and to have individual connection with association.

Dr. Janetius and Dr. Scaled down TC (2013) considered the descriptive and exploratory investigation utilizing employees from higher educational institutions in and around Coimbatore in Tamil Nadu. Since the characterizing idea and parameters used to clarify worker engagement simply begin in the mechanical sector, the scientists of this investigation emphasize regardless of whether this idea could be appropriate in the educational sector as well.

OBJECTIVES

1. To understand the significance of employee engagement in an organization
2. To determine the factors that contributes to innovative behavior of an employee through employee engagement
3. To identify the correlation between employee engagement and innovative thinking
4. To study the impact of employee engagement on employee’s innovative behavior

III. RESEARCH METHODOLOGY

Details regarding the research design, data collection questionnaire, sampling plan, area of the study and statistical tools used have also been given.

Research Design

Research design is purely and simply the framework or plan for a study that guides the collection and analysis of the data. The research design indicates the methods of research i.e. the method of gathering information and the method of sampling study is descriptive in nature.

Sampling Design

Sampling design comprises four major areas: Population, Frame, Sampling method and Sample size estimation.

RESEARCH TOOLS USED FOR THE PRESENT STUDY

- ANOVA
- CHI – SQUARE
- SEM

IV. DATA ANALYSIS

The present chapter helps to analyze and interpret the data. The data gathered from the respondents is evaluated and interpreted to arrive at a conclusion for the research.

ONE WAY ANOVA (EXPERIENCE)

H₀₁: There is no significant difference between experience with regards to the Organizational Culture, Knowledge Sharing, Individual Performance, Employee Engagement and Employee Innovative Behavior.

TABLE – 1

Dimensions		Sum of Squares	Df	Mean Square	F	Sig
Organizational Culture	Between Groups	66.652	2	33.326	2.526	0.082
	Within Groups	3403.931	258	13.194		
	Total	3470.582	260			
Knowledge Sharing	Between Groups	76.191	2	38.095	1.425	0.243
	Within Groups	6899.495	258	26.742		
	Total	6975.686	260			
Individual Performance	Between Groups	56.811	2	28.405	2.096	0.125
	Within Groups	3496.209	258	13.551		
	Total	3553.019	260			
Employee Engagement	Between Groups	89.428	2	44.714	4.841	0.009
	Within Groups	2382.855	258	9.236		
	Total	2472.284	260			
Employee Innovative Behavior	Between Groups	74.609	2	37.304	3.387	0.035
	Within Groups	2841.813	258	11.015		
	Total	2916.421	260			

* Significant at the 5% level

Analysis:

It can be seen from Table 1 that null hypotheses are rejected as the p values are lesser than 0.05 for Employee Engagement and Employee Innovative Behavior. For all other dimensions, since the p value is greater than 0.05 null hypotheses is accepted.

Discussion:

There is significant difference between experience with regards to the Employee Engagement and Employee Innovative Behavior.

There is no significance difference between experience with regards to Organizational Culture, Knowledge Sharing, and Individual Performance.

ONE WAY ANOVA (EDUCATION)

H₀₂: There is no significant difference between education with regards to the Organizational Culture, Knowledge Sharing, Individual Performance, Employee Engagement and Employee Innovative Behavior.

TABLE – 1

Dimensions		Sum of Squares	Df	Mean Square	F	Sig
Organizational Culture	Between Groups	48.510	3	16.170	1.214	0.305
	Within Groups	3422.072	257	13.315		
	Total	3470.582	260			
Knowledge Sharing	Between Groups	130.281	3	43.427	1.630	0.013
	Within Groups	6845.405	257	26.636		
	Total	6975.686	260			
Individual Performance	Between Groups	49.368	3	16.456	1.207	0.308
	Within Groups	3503.652	257	13.633		
	Total	3553.019	260			
Employee Engagement	Between Groups	62.410	3	20.803	2.219	0.026
	Within Groups	2409.874	257	9.377		
	Total	2472.284	260			
Employee Innovative Behavior	Between Groups	49.181	3	16.394	1.469	0.223
	Within Groups	2867.240	257	11.157		
	Total	2916.421	260			

* Significant at the 5% level

Analysis:

It can be seen from Table 1 that null hypotheses are rejected as the p values are lesser than 0.05 for Employee Engagement and Knowledge Sharing. For all other dimensions, since the p value is greater than 0.05 null hypotheses is accepted.

Discussion:

There is significant difference between education with regards to the Employee Engagement and Knowledge Sharing.

There is no significance difference between education with regards to Organizational Culture, Employee Innovative Behavior, and Individual Performance.

TABLE – 3 CHI-SQUARE Association between Age and Experience

	Value	df	Asymp. Sig. (2-sided)	Statistical Inference
Pearson Chi-Square	28.573 ^a	6	.000	$X^2=28.573^a$ Df = 6 P= .000 <0.05 *Significant at 5% level
Likelihood Ratio	18.033	6	.006	
Linear-by-Linear Association	.787	1	.375	
N of Valid Cases	261			

Significant at 5% level

Analysis:

It can be seen from above Table 3 the P value is lesser than our chosen Significance at = 0.05 levels, the null hypothesis is rejected.

Discussion

It is therefore concluded that there is an association between Age and Experience factors.

IndividualPerformance

KnowledgeSharing

Unobserved, exogenous variables

e1 (EmployeeEngagement)

e2 (EmployeeInnovativeBehavior)

Variable counts (Group number 1)

Number of variables in your model: 7

Number of observed variables: 5

Number of unobserved variables: 2

Number of exogenous variables: 5

Number of endogenous variables: 2

V. STRUCTURAL EQUATION MODELLING

Observed, endogenous variables

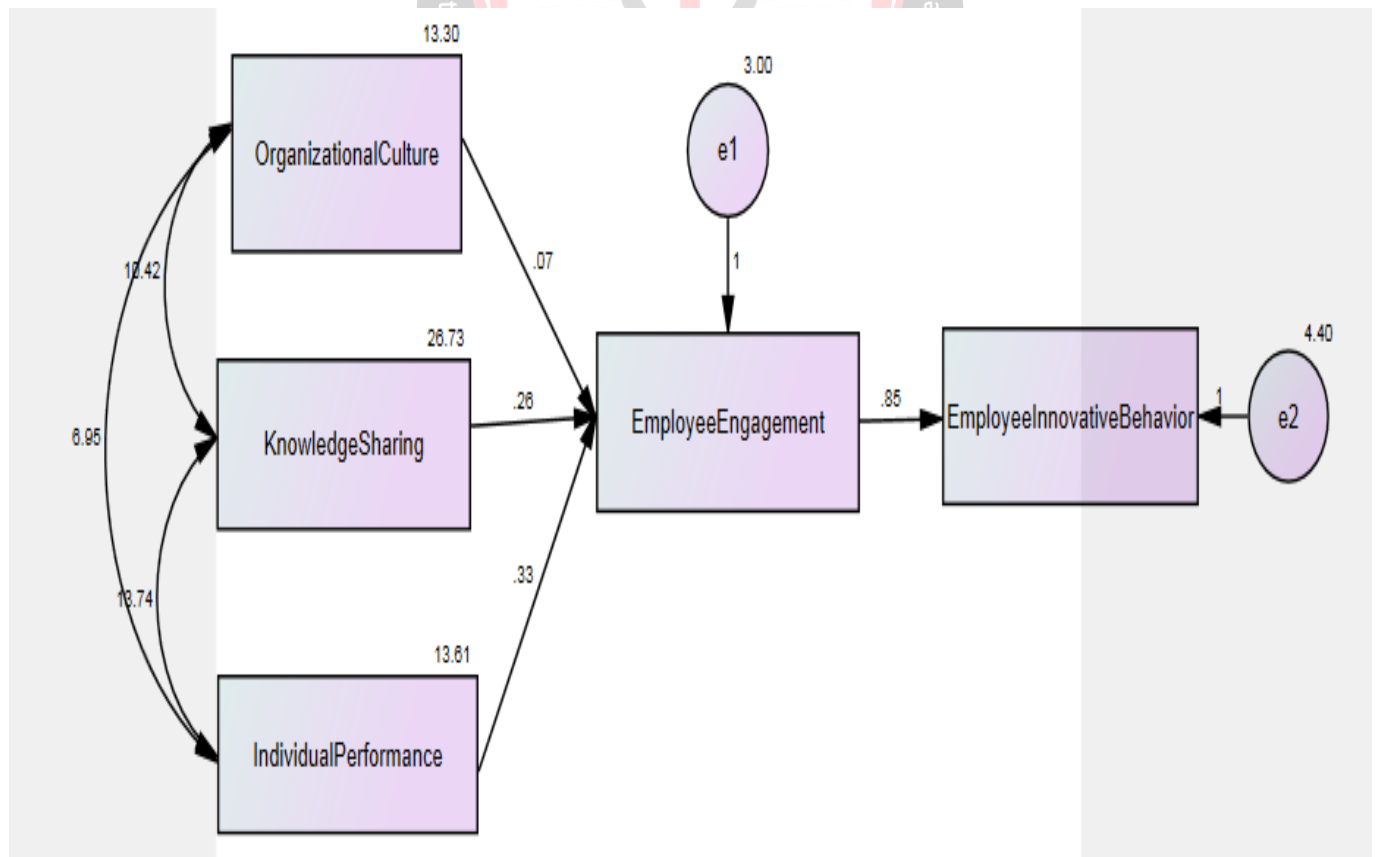
EmployeeEngagement

EmployeeInnovativeBehavior

Observed, exogenous variables

OrganizationalCulture

VI. SEM PATH ANALYSIS



Source: Primary Data

Model Fit Indices Summary: The important fit indices are presented in the Table below.

TABLE NO - 4

Parameters	Acceptable values for Good Fit	Research Model Values
GFI	>0.9	0.985
AGFI	>0.9	0.925
CFI	>0.9	0.992
RMSEA	<0.06	0.053
RMR	<0.02	0.014

Source: Primary Data, SPSS AMOS output, Haier et al. (2009); Hooper et al. (2008); Steiger (2007); Hu and Bentler (1999).

Interpretation:

It can be seen from Table 4 the Goodness of Fit Index (GFI) value was 0.985, Adjusted Goodness of Fit Index (AGFI) value was 0.925 and Comparative Fit Index (CFI) value was 0.992. All these values are (greater than 0.9) indicating a very good fit. It was found that Root Mean Square Error of Approximation (RMSEA) value was 0.053 (lesser than 0.06) and Root Mean Square Residual (RMR) value was 0.014 (lesser than 0.02).

Discussion:

The values indicate that the model is a good fit.

VII. CONCLUSION

Thus it is understandable that, it absolutely is the need of the hour for the organizations to focus on engaging its employees. Employee engagement creates a positive work atmosphere in an organization thus allowing the employees to express themselves better. Better work atmosphere stimulates better thinking, leading to the birth of innovative ideas which can possibly have a positive impact on organizational growth. The paper emphasized on organization culture, Knowledge sharing and individual performance which leads to Employee engagement. This in turn motivates the employees towards innovative thinking resulting in growth and development of the organization.

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