

Enhancing Employee Engagement - A Way Forward

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ABSTRACT - ‘People contribute more when they are emotionally connected with the organization’. Employee Engagement is the sense of belonging that an employee feels towards the organization and which motivates him to work passionately and put extra efforts into his job. The sense of belonging depends upon the fact that how effectively an organization interacts with the employee on critical issues and to what extent. It is somewhat related to two-way communication which leads to the creation of trust between employer and employee. Employee engagement is highly beneficial as it results in positive attitude and behaviour among employees which improves their performance leading to overall success of organization. A number of studies have provided theoretical base to the topic but no study illustrates the action plan required to enhance employee engagement. The present study is an attempt to suggest individual action plans for various aspects affecting employee engagement after analysing the responses of employees of a reputed private sector company in India.

Key Words: *basic needs, employee engagement; team work; growth,*

I. INTRODUCTION

“When people are financially invested, they want a return. When people are emotionally invested, they want to contribute.”

- Simon Sinek

The above words of Simon Sinek make it clear that if someone has contributed only money for an organization, they will work only to get returns but, when he feels emotionally connected with the organization, he will want to contribute to the organization whole heartedly. This is same in the case of an employee. Only when the employee feels emotionally connected to the organization, he will work to contribute something valuable to the organization. This ‘emotional connection’ is what leads to “Employee Engagement”.

The concept of Employee Engagement was first introduced by Dr. William Kahn in 1990. He suggested that people are invested in their job at three levels – physically, cognitively and emotionally. The employees’ emotional investment in his work is what called employee engagement. Employee Engagement is the sense of belongingness that an employee feels towards his organization and which motivates him to put extra efforts into his job so he works passionately to achieve the goals. For an organization, employee engagement is highly beneficial as it results in positive attitude among employees and behaviour leading to improved outcomes.

In present times, the organizations around the world are making efforts to enhance employee engagement because they know that increased

employee engagement will not only lead to high employee retention, fewer leaves, reduced absenteeism, lesser conflicts and grievances and increased productivity but, it will also lead to better customer satisfaction and retention, greater organizational reputation and higher profits. Only when the employees feel pride and loyalty in working for the organization, they will advocate organization on every front – to clients, users and customers. They will go extra mile to finish the work effectively and efficiently.

Employee Engagement is based on trust, integrity, two-way commitment and communication between and organization and its members. The sense of belongingness felt by the employee depends on his interactions with the organization right from the beginning of employee life cycle, from the candidate experience, recruitment process, joining the organization, induction and continues through career planning, learning and development. Some employees have a feeling of belongingness inherited in them due to optimism and positive attitude while in others it has to be created through planning a systematic approach or strategy for enhancing employee engagement. The planning for employee engagement is not just the work of HR department rather its onus lies on the leaders of each and every department of the organization as degree of employee engagement effects the organization as a whole.

Therefore, enhancing employee engagement is an organization-wide collaborative function.

II. STATEMENT OF THE PROBLEM

Considering the significance of employee engagement for the organizations, the research has been undertaken. The study has been conducted in one of the leading companies in India. The study considers the effect of various aspects affecting employee engagement and gives suggestion to enhance the positive effect of each aspect. These aspects include fulfilment of **basic needs** (including the knowledge about what is expected from them and whether they get the equipment and materials that is required to perform their job); knowledge of **individual worth** (knowledge about their individual contribution and its worth for the organization and what they feel about recognition of their efforts); feeling of **teamwork** (knowledge about mission/purpose of team, importance given to their opinions in team, feeling of belongingness among teammates); opportunities for **growth** (feel they have opportunities to learn and grow while doing their job and organization care for their growth).

III. OBJECTIVES OF THE STUDY

Considering the pivot role of employee engagement in the success of the organization, the study aims to achieve the following objectives:

1. To examine as to what extent the organization fulfills the basic needs of the individuals to perform the job effectively and efficiently and to suggest action plan to enrich Employee Engagement.
2. To ascertain as to whether the organization provides opportunities to utilize one's potential and recognizes their talent and to suggest action plan to enhance feeling of individual worth and recognition.
3. To observe and find out if there exist sense of belongingness and team spirit at work. And to suggest an action plan to boost the sense of team work and belongingness.
4. To find out whether growth opportunities for employees exist in this organization and suggest an action plan to improve it further.

IV. METHODOLOGY

The descriptive and analytical methods have been used for the study. The study is based mainly on primary data. Secondary data, facts and information were also collected and analysed. Study based approach was used to understand how employee engagement effects organization's performance and productivity. All the literature included in the study was deeply analysed, assessed and interpreted to make meaningful inferences.

A total number of 270 respondents were taken for the study which constitute 40% of the total employees of the organization. Gallop's questionnaire on Employee Engagement was used for the purpose of collecting data. Five-point Likert Scale was used to record the responses of the respondents. For the purpose of the analysis, mean scores were computed. The data relating to employees has been collected from the company records, personal interaction with the HR executives, senior officers of the company and other employees of the organization. At some places, secondary data has also been used. The analysis has been made by applying charts, tables and diagrams.

V. SCOPE OF THE STUDY

The present study on employee engagement provides a scope for the other organizations to apply the action plan suggested for enriching employee engagement with some modifications depending upon the extent to which employee engagement is required by these organizations. Hence, the results of the study can be generalized to other organizations as well with certain modifications.

VI. SURVEY OF LITERATURE

Kahn (1990) was the first person who defined and illustrated the terms 'Personal engagement' and 'Personal Disengagement' at work. He included a wide range of factors in his study- individual, interpersonal, group, intergroup and organization that influences the person's personal engagement and disengagement. [1]

Later, many researchers conducted a number of studies on the premises of these concepts. Some of the researches conducted during the last decade are as follows:

Thakur (2014) in her research paper studied the effect of employee engagement on job satisfaction in IT sector considering 24 factors and concluded that there is positive relation between employee engagement and job satisfaction in IT Sector. According to her, "Employee engagement has emerged as a critical driver of business success in today's competitive marketplace. Further, employee engagement can be a deciding factor in organizational success." She further adds "...employees with the highest levels of commitment perform 20% better and are 87% less likely to leave the organization, which indicates that engagement is linked to organizational performance." [2]

Sarangi and Nayak (2016) highlighted the importance of the employee engagement stating, "Organizations believe that engagement is a dominant source of competitive advantage. Results from research organizations and corporate results have demonstrated there may be a strong link between engagement, employee performance and business outcomes. The key drivers of employee engagement identified include communication,

opportunities for employees to feed their views upwards and thinking that their managers are committed to the organization.” [3] Their paper studied the situation of employee engagement in an Indian manufacturing company and concluded that employee engagement and its impact on organizational success in a manufacturing concern depends on 6C’s parameters which are clarity, confidence, convey, connect, credibility and career.

Dhal (2016) conducted a research on employee engagement and its impact on one of the leading quartz companies of India. He studied various factors affecting employee engagement and their respective impact on the organization’s outcomes. He concluded that employee engagement impacts the outcomes of the organization in many ways and it is the responsibility of the organization to raise and maintain employee engagement among its employees by investing time and efforts. [4]

Chug & Vibhuti (2016) explored the relationship between 13 independent variables and 3 dependent variables (vigour, dedication and absorption) which majorly indicate the engagement of employees. Among independent variables 5 variables concern organizational culture and 8 relates to organization communication. Multiple Regression Analysis was used to establish the relationship. The results of the research showed that employees’ engagement is largely dependent on various attributes of organizational communication. Therefore, organization must develop effective communication at various levels especially at supervisory level and among co-workers. [5]

Recently, **Suhasini and Kalpana (2018)** studied twenty factors affecting level of employee engagement. They conclude that employee engagement not only result in decline in employee turnover intentions but also increase the innovative work behaviour among employees. They also highlighted that engaging employees is a long-time task and cannot be accomplished by a single training programme. It requires constant attention of the employer. [6]

Gowda and Siddegowda (2018) conducted a study in manufacturing industries of Bangalore and Mysore. The main purpose of the study was to identify the challenges of employee engagement and factors leading to disengagement among employees. The study concluded that though the employees were satisfied with the compensation benefits provided to them but the factors like lack of autonomy, less flexibility and innovation while working in teams, very little encouragement and motivation, less transparency from employer’s side and no free environment of expression were some of the challenges for employee engagement. The researchers also found that the employer was completely unaware about the future effects of this scenario of organization and was treating the disengagement among employee as rare and temporary phenomenon. [7]

Vidya & Lucas (2019) studied the impact of employee engagement on employee’s performance and organization’s development. They considered four employee engagement practices and evaluated its effect on employee’s overall performance. The interpretation made by them on the basis of research was that setting of ambitious goals and objectives by the supervisor was negatively correlated with employee performance and had a little impact on it, whereas explanation of performance evaluation criteria and employees’ expertise and training in their functional areas was positively correlated to the employee performance and had greater impact. [8]

Baran M. and Sypniewska B. (2020) studied the correlation among people-oriented management, non-people oriented management, direct active and passive participation and engagement in work. Research findings revealed that people-oriented management and active participation are the most significant for work engagement as statistically significant positive correlation was observed between people-oriented management and direct (passive and active) participation; whereas statistically significant negative correlation was found between non-people-oriented management and direct participation. People-oriented management was also positively correlated with all the dimensions of work engagement and non-people-oriented management was negatively correlated with all the dimensions of work engagement. Also, direct (passive and active) participation was positively correlated with all the dimensions of work engagement. [9]

By reviewing the above literature, it is clear that a lot of researches have been conducted on employee engagement. But the researchers have either highlighted the importance of employee engagement for the organization or studied the factors leading to employee engagement or disengagement. Some recent studies also highlight the need of constant efforts on employer’s part to boost up employee engagement. But little effort has been made to provide an effective action plan to enhance engagement of employees. The present research is an attempt in this direction. The present study focuses on suggesting an action plan that may be useful for the organizations to build such a connection with their employees that leads to high employee engagement.

VII. INTERPRETATION AND ANALYSIS

To evaluate the employee engagement for the organization under study, the responses of the respondents on the following four aspects were analysed with the help of a questionnaire developed by gallop. These aspects are:

Table – 1 Aspects of Employee Engagement

Aspect I BASIC NEEDS	Aspect II INDIVIDUAL
Aspect III TEAM WORK	Aspect IV GROWTH

For the purpose of the analysis, mean score of the variables for each aspect were computed along with overall score of each aspect and the analysis was made as under:

The mean score for each variable ranged between 1.0 to 5.0 where 1.0 indicates ‘extremely poor’ employee engagement practices and 5.0 indicates ‘extra ordinarily good’ degree of employee engagement practices on that dimension. Scores around 4.0 indicate ‘good’ degree of employee engagement practices where employees seem to have positive attitude towards the employee engagement practices of the organization on that dimension. It also indicates employee engagement practices at a desirable level in the organization. Score around 3.0 indicates an ‘average’ employee engagement practices by the organization and indicating good scope of improvement on that dimension. Similarly scores around 2.0 reflects ‘poor’ degree of employee engagement practices on that dimension. The overall mean score for each aspect was computed by adding mean scores on all the variables (aspect-wise) for the organization and dividing it by the number of variables.

Overall mean score of all the four aspects was also computed by adding the mean score of all the variables of all the four aspects under study and by dividing the sum with total number of variables of all the aspects of employee engagement.

The analysis of each aspect of employee engagement has been made on the basis of the responses as follows:

7.1. ASPECT I: BASIC NEEDS – What do I get?

The basic needs for performing a job include the knowledge about job roles and availability of means to accomplish those job roles effectively. Therefore, in any organization employees wish to know clearly that what is expected from them so that they can perform better. Also, they want appropriate materials that facilitate the delivery of the expected performance. Those employees who feel that their organization fulfils these basic needs which are essential to deliver effective performance are likely to remain engaged with the organization or else this will create distress among employees and they are likely to leave the organization as soon as they get the opportunity. Both the aspects were covered in form of following two questions to examine the extent of employee engagement in the organization under study:

Table -2 Aspect I: BASIC NEEDS – What do I get?

	The Questions	N	Mean
Q1	Do I know what is expected from me?	270	4.54
Q2.	Do I have the materials and equipment I need to do my work right?	270	4.34
	Overall Mean		4.44

A high mean value of greater than 4 on both aspects i.e., ‘what is expected from me’ and ‘do I have the material and

equipment needed for work’ implies that respondents felt that ‘good’ degree of employee engagement practices relating to basic needs in the organization exist. The company appears to be fulfilling the basic needs necessary to performing the job effectively. The employees were informed about their job roles and are provided with the materials and equipment required for performing the job. The overall score was also found to be > 4 affirming the view that employee engagement on this aspect was quite ‘good’.

On both variables of this aspect, the opinions of the respondents highlighted certain positive and negative factors. Each variable has been analyzed as under to ascertain these factors so as to strengthen employee engagement:

Variable 1: Knowledge of Job Roles and Work Expectations

On this variable, the respondents were quite positive to state that there existed –

- i) Alignment of work with the KPIs assigned
- ii) Assignment of KPIs on time

However, they pointed out that

- a) In case of role change, updated KPIs were not shared by new manager and evaluation criteria were not communicated. New positions with new tasks without the proper training were challenging to handle.
- b) Work done was as per HODs instructions and they grouped that only at the year end.

Variable 2: Availability of Materials and Equipment for Job Performance

On this variable, the respondents opined that by and large, they do not face any difficulty in getting material and equipment for doing the assigned task. Some of the respondents, however, did not agree with it and mentioned following deficiencies:

- a) They did not get cab facilities for field work.
- b) Access to canteen and food was not there
- c) They did not have Pick up & drop facility
- d) Executive level did not get laptop
- e) Samples, Banners etc. should be provided on time

On enquiry from the concerned officers, it was ascertained that some of these issues do not match their entitlement and hence, could not be met unless the organization makes policy changes. Some of the issues were unrelated to the question.

Overall mean score of 4.44 on this aspect is quite good which indicated that ‘Basic Needs – What do I get’ are

fulfilled to a great extent which contributes to employee engagement effectively.

Considering the issues rose by the respondents and to further improve the employee engagement, following action plan was suggested:

Table – 3 Action Plan regarding Aspect I – Basic Needs: What do I get?

Issues	What to do?	Suggestions
Knowledge of Job Roles and Work expectations	1. Ensure that each employee understands his/ her role and responsibilities.	<ul style="list-style-type: none"> ✓ Once a year, ask employees to prepare a list of what they think are expected of them, how they will accomplish those expectations, and how they connect to the success of the organization. ✓ If there are discrepancies between the employee’s list and the KPIs set by Reporting manager, schedule a meeting to discuss the differences. ✓ Give feedback regularly, formally and informally
	2. Review Job Description for each employee to ensure that process changes are introduced and are updated	<ul style="list-style-type: none"> ✓ Review annually; ask employees how you can make the job responsibilities clearer. ✓ Hold a one-on-one meeting with each team member to set performance expectations ✓ Set clear guidelines in case of any Job Rotations and evaluations should be done accordingly. ✓ Transfer letter- to be issued with revised JD & revised KPIs ✓ Explain SOPs as well as new programs to ensure consistent execution.
	3. Ensure that individual performance reviews address the following three questions: <ul style="list-style-type: none"> ❖ Is organization on its way to achieve goals (team’s vision or outcomes)? ❖ What is the organization’s guiding values or principles)? ❖ Why does the 	<ul style="list-style-type: none"> ✓ Meet as a team to collaborate, design, and set performance goals. ✓ Hold team meeting to clarify expectations. ✓ Involve team members in setting their own individual performance goals. ✓ Help your employees develop 1- Year, 2- Year, 3- Year Goals.

	organization exists (reason for its being, mission, or purpose)?	
Availability of material for job performance	1. Ask team members what tools, equipment & Information system they need to do their jobs right. 2. Provide information to employees about already available tools and materials.	<ul style="list-style-type: none"> ✓ Explain what information, materials and tools etc. are available now, or will be available in the future, that could help team members do their work efficiently and effectively to prevent work disruptions. ✓ Work with employees to establish priorities of where to expend limited resources which include, time, effort, and money. ✓ Promptly follow up with team members about their requests for tools, equipment, and information. ✓ Help your team members think about prioritization of limited resources. ✓ Help your team members think about alternatives when resources are limited.

7.2. ASPECT II: INDIVIDUAL – What do I give?

In each organization employees are concerned about what they give to an organization and what they receive in return? In essence, it can be said that they are curious to know about their individual value for the firm. The employees want to know about their individual contribution and worth in an organization. They thrive to get recognized for their efforts. If an employee feels that he is not valued or recognized for what he does, he will get de-motivated and loose the connection with the organization. This will hamper the basic requirement (feeling of belongingness) of employee engagement. On the aspect of ‘What do I Give’, an assessment of the employees was made with respect to:

Q3. At work, do I have the opportunity to do what I do best?

Q4. Have I received recognition for doing good work?

Q5. Do my supervisor or someone at work seems to care about me?

Q6. Is there someone at work who encourages my development?

The total number of respondents was 270. The mean scores and overall mean on this aspect are presented in Table - 4. High Mean values (> 4) with respect to the opportunities to do the best, someone cares me at job and someone encourages me for my development indicate that the employees are given due weightage for their development and utilization of potential. However, mean score of <4 on the variable of recognition for good work shows that there is need to focus on giving recognition to employees which in turn shall enrich employee engagement.

Table – 4
Aspect II: INDIVIDUAL – What do I give?

	The Questions	N	Mean
Q3	At work, do I have the opportunity to do what I do best?	270	4.40
Q4	Have I received recognition for doing good work?	270	3.75
Q5	Do my supervisor or someone at work seems to care about me?	270	4.09
Q6	Is there someone at work who encourages my development?	270	4.04
	Overall Mean		4.07

Analysis of each variable is explained as under:

Variable 3: Opportunity to Do the Best

As far as opportunities to do what the respondents can do the best were concerned, a large number of respondents affirmed the existence of such opportunities which can be termed as ‘good’ (Mean Score > 4) stating that:

- a) They were assigned new projects
- b) They were given challenging assignments on frequent basis
- c) At times they were involved in other product lines

However, some of the respondents also complained that they were doing similar tasks. It appears that in certain departments, the respondents have to perform similar tasks.

Variable 4: Recognition for Doing Good Work

In the opinions of the respondents, the recognition at departmental level existed. However, some of them were not satisfied with it (Mean Score < 4). They stated that:

- a) There is no appreciation in a specific forum and the recognition is limited only to a conversation with immediate supervisor who may recognize his efforts/work.

b) No Rewards for support functions such as finance, IT, procurement etc.

c) Impact of Recognition should be reflected at the time of annual appraisals.

It can be inferred that the organization recognizes the respondents of certain departments but does not adopt effective policy for all the departments.

Variable 5: Care for Employees at Work

The opinions of the respondents as to whether their supervisor cares for them at work, most of the respondents stated that their supervisor or someone else cares for them at work (Mean Score > 4) in following manner:

- a) He considers personal aspects.
- b) He supports reasonably.

However, some of the respondents did not agree with it. They complained that -

- a) Their boss listens to them but does not suggest alternatives or solution to problems
- b) The supervisor/ boss is always reluctant in sanctioning/ approving leaves
- c) Their supervisor does not care about personal challenges even if things are serious; he is just interested in completion of work.
- d) Their boss stretches and pressurizes on everything quite a lot even when it is not required.

It appears that certain supervisors/ superiors care for their subordinates while others do not take much interest and give more attention to completion of assigned tasks.

Variable 6: Encouragement to Employees’ Development

The responses of the respondents were analysed to ascertain whether someone at work encourages them for their personal development. High Mean Score of > 4 indicates that they are being encouraged for their personal development. Many of them stated that – ‘Their Boss keeps them updated with new trends and aspects as per work scope.’

But some of the respondents were more enthusiastic and were of the view that-

- a) Special Projects need to be there.
- b) There is need for effective technical trainings
- c) Trainings are also needed to prepare them for next step.

It appears that the organization can do more for the personal development of the employees by giving due consideration to the above factors

On all the four variables **overall mean score** of 4.07 states that the respondents had high degree of positive opinion indicating that the employee engagement in the organization was ‘reasonably good’. Certain concerns were also raised on certain variables.

Keeping in mind the opinions of the respondents in mind, the following action plan has been suggested to further enrich employee engagement on account of these variables.

Table - 5
Action Plan regarding Aspect II – Individual: What Do I Give?

Issues	What to do?	Suggestions
Opportunities to do the best	Notice what motivates team members when they perform their roles.	<ul style="list-style-type: none"> ✓ Observe what each of your team members does best and the areas in which each one needs to rely on others. ✓ Ask your team members what they think their talents and strengths are. ✓ Match each individual team member’s talents with role/position requirements. ✓ Guide your team members in dividing the work according to their talents. ✓ Delegate on the basis of talent, knowledge, and skills to accomplish the goal, not to fill a position.
Recognition for doing good work	1. Praise your team for achieving its goals.	<ul style="list-style-type: none"> ✓ Formal and informal recognition ✓ Select Employee of the Month for Corporate Team ✓ More awards to be introduced for Sales ✓ Team of the Quarter for departments like Production & Sales ✓ Celebrate key milestones and achievement of team goals by providing lunch and treats. ✓ Ensure individual and team accomplishments are communicated to leadership for recognition and awareness of team’s contributions to the organization’s strategic goals.
	2. Develop recognition board	<ul style="list-style-type: none"> ✓ Individual point contributions can be

		<ul style="list-style-type: none"> ✓ posted board so the high performers are recognized by all employees. ✓ Positive comments from coworkers can be displayed.
	3. Encourage employees to praise and recognize their peers.	<ul style="list-style-type: none"> ✓ Award mechanism to be introduced for peer level recognition where employees are voted by fellow employees based on pre-defined performance criteria. ✓ Create a program where individuals can earn points towards department wide rewards. Employees receive points for outstanding performance. ✓ These points are pooled throughout the department and can be put towards group outings, work space improvements, etc. ✓ During meetings, encourage each employee to point out the action of fellow colleague that went above and beyond their expectations. ✓ Thank-you cards/emails to peers/ subordinates when they have displayed exceptional performance.
Care for employees at work	1. Create a sense of belonging for team members.	<ul style="list-style-type: none"> ✓ Greet team members at the start of each work day. ✓ Listen to team members; ask about what is happening in both their work and personal lives. ✓ Make yourself available for team members to talk with you. Let team members know when you are available to speak with them individually. ✓ Encourage team members to share their work challenges and concerns with you.

		<ul style="list-style-type: none"> ✓ Engage in active listening when interacting with team members.
	2. Conduct interactive meetings with employees	<ul style="list-style-type: none"> ✓ HR to initiate feedback session with employees on bi-annual basis ✓ HODs to hold team meetings and talk one-on-one with team members frequently. ✓ Monthly meeting calendars to be shared by HODs to HR.
Encouragement to Employees' Development	1. Meet regularly with team members to talk about their development.	<ul style="list-style-type: none"> ✓ Establish developmental goals for team members in their current roles. ✓ Encourage team members to provide feedback for developmental prospects to one another ✓ Identify training needs and recommend for technical , behavioral trainings, trainings for succession roles.
	2. Look for opportunities to increase team members' responsibilities	<ul style="list-style-type: none"> ✓ Special Projects: Give team members stretch assignments to encourage their development. ✓ Create learning experiences for team members who demonstrate effective performance.

7.3. ASPECT III: TEAMWORK – Do I belong here?

Do I belong here? This question is significant for the present generation. The employee wants to know whether or not he is a good fit for the work-team, he is a part of. Also, whether or not his opinions are valued? If an employee feels positive on this aspect, he will have a sense of belongingness towards the work-team and will be more likely to stay engaged with the organization. On the other hand, if the employee feels that he doesn't fit in a particular team or organization, he will not feel connected anymore and will most probably leave the organization. The following four variables helped to gather information about this aspect:

Table – 6 Aspect III: TEAM WORK – Do I belong here?

	The Questions	N	Mean
Q7	Do my opinions seem to count at work?	270	3.94

Q8	Do the team have a mission/purpose? Do I know about it?	270	4.51
Q9	Are my fellow employees committed to do quality work?	270	4.29
Q10	Do I have best friends at work?	270	4.27
	Overall Mean		4.25

The mean score of > 4 indicates 'good' degree of employee engagement on these variables including engagement on these variables including mission/purpose; quality work by fellow employees and having a companion at work but, opinioned to contribute 'reasonably good' to employee engagement on the variable 'their opinions matter in the team'.

The responses of the respondents have been analysed in detail as under:

Variable 7: Value of Employee Opinions

Many of the respondents expressed that they keep updating their boss about ground issues and they are also taken care off. Few respondents, however, felt that such opinions are taken at execution level only and also complained that they have never seen their suggestions being implemented.

Overall response of the respondents on this variable was found to be reasonably good with a mean score of 3.94. It appears that the 'employee opinions matters' certainly has a positive contribution towards employee engagement.

Variable 8: Awareness about Mission/ Purpose

Most of the respondents stated to have the knowledge about the Mission/ Purpose of the organization but quite few were not clear as to how it was connected with KPI. A high mean score of 4.51 was recorded on this variable indicating its awareness among the respondents.

It can be stated that awareness of mission/ purpose of the organization contributes to achieve organizational goals and in turn enhances employee engagement.

Variable 9: Quality Awareness among fellow employees

So far as the quality awareness among fellow employees was concerned, it seems to have positive contribution towards employee engagement (Mean Score = 4.29). Most of the respondents felt that –

- a) Their fellow employees were committed to do quality work.
- b) Everything is about quality so they have to be quality conscious.
- c) It provides team spirit and high degree of employee engagement.

However, certain negative responses were also observed from few respondents including:

- a) When there is workload/ pressure of work, people concentrate to complete assigned targets and stop focusing on Quality.
- b) Sometimes, targets are so high that people have to rush to complete the tasks anyhow.
- c) Last minute plan changes are so anonymous that Quality takes back gear.

It can be inferred that there are certain bottlenecks but respondents expressed their awareness on the variable that their fellow employees are quality conscious.

Variable 10: Best Friend/ Cordial relations at work

The opinions of the respondents on this variable exhibit that; there exist cordial relations at work. A high mean score of 4.27 is an indication in this respect. Most of the respondents opined that –

- a) Yes, people do understand the aspects and help at time of problem
- b) People work as a close group
- c) Personal aspects are considered and supported here.

Some of the respondents, however, observed that –

- a) People are very professional in approach.
- b) Work pressure is bit high; we don't get time and chance to gel.

The overall mean of this aspect 'TEAM WORK – Do I belong here?' was 4.25 which indicate that in the opinion of the respondents team work is the essence of the organization and there is a feeling of affiliation with the organization among the employees. It can also be inferred that team work contributes significantly to employee engagement.

In order to further increase the level of employee engagement and resolve some of the apprehensions of the respondents noted above, following action plan is suggested:

Table - 7

Action Plan regarding Aspect III – Team Work: Do I belong here?

Issues	What to do?	Suggestions
Value of Employee opinions	1. Schedule regular times to talk with team members specifically to ask for their opinions and suggestions	<ul style="list-style-type: none"> ✓ Host a quarterly "Question and Answer" forum at which team members can raise concerns. ✓ Circulate the minutes of meetings to communicate that all the opinions have been heard; communicate what the next steps are. ✓ If an employee's suggestions cannot be implemented, thank them for the effort, and explain the reasons why it cannot be implemented.

	2. Hold monthly regular meetings to discuss improving any departmental problems.	<ul style="list-style-type: none"> ✓ Establish an agenda, especially if it is a brainstorming meeting. This reinforces transparency and that the culture believes in seeking and acting upon opinions.
	3. Allow staff to suggest ideas and solutions to current departmental problems.	<ul style="list-style-type: none"> ✓ Develop a suggestion box or forum that staff can utilize to confidentially contribute ideas. ✓ If an employee suggests an idea that corrects an existing problem, reward that individual.
Awareness about Mission/Purpose	1. Involve team members in writing, reviewing, and shaping a vision statement.	<ul style="list-style-type: none"> ✓ Connect the employee's job with the organization's strategy and mission and how it impacts the success of the organization. ✓ In meetings, frequently talk how the department contributes to achieve Mission ✓ Have employees develop a list of what they think is expected of them in their jobs, how they will accomplish those expectations, and how they connect to the success of the organization. ✓ Develop process to consolidate positive and negative feedback from your employees on an ongoing basis.
	2. Employee Motivation	<ul style="list-style-type: none"> ✓ Recognize team members' talents and indicate how they contribute to the department's and organization's missions.
Quality Awareness among fellow employees	Ask every department to help develop the quality standards	<ul style="list-style-type: none"> ✓ Develop quality parameters/ indicators for each department so that every team member has a common reference point. ✓ Talk individually with team members about their individualized quality goals. ✓ Ask team members for specific examples of when they adhere to high quality standards, and share these examples in team meetings. ✓ Provide training to team members for meeting quality standards. ✓ Employees should understand how each departments' and employees' actions impact the work quality completed in other departments.

Best Friend/ Cordial relations at work	1. Make connections to other teams and departments.	<ul style="list-style-type: none"> ✓ Assign projects that will give team members opportunity to work together. Generate outcomes that staff can tie back to their career goals. ✓ Organize team get-together at least once every six months. ✓ Organizing sport events and Celebrating festive and “special events like birthdays will help new joiners mingle the existing team.
	2. Conflict Management.	<ul style="list-style-type: none"> ✓ Help team members resolve conflicts by modeling open and honest sharing and active listening. ✓ Devote the first five minutes of every meeting to a “Focus on You” ✓ Ask them to give examples of why they think employees do not work well together. ✓ Develop actionable goals to improve collaboration.
	3. Cross Functional meetings and trainings	<ul style="list-style-type: none"> ✓ Foster team-oriented environment through increased communication and teambuilding exercises that emphasizes communication and group problem-solving activities. ✓ If there is concern with getting information from another department, invite the department head to a team meeting focused on gathering the required information. ✓ Ask them to provide feedback on ways your department can improve its quality ✓ Make a list of common responsibilities, tasks, and goals shared between departments and encourage them to discuss what is working well and also areas that need improvement. ✓ Arrange for employees to spend time in departments that they typically work with. The exposure will improve their understanding of challenges faced by those in other departments. Ask employees to describe their experiences in another department to their coworkers

7.4. ASPECT IV: GROWTH- How can I grow in the organization?

In the present times, growth is probably the most influential aspect that a person considers before joining any organization. Even after joining the employees want to constantly learn something and find better ways to do their jobs. They are also interested to know about the future growth opportunities they may get in the organization. The possibility of employee engagement increases if the employee feels that he has gotten learning opportunities while performing his job in the past and will have growth opportunities in future. To seek the opinions of the respondents on two variables of this aspect including ‘Employers Concern about Employees’ progress’ and ‘Opportunities at work place to learn and grow’, following questions were asked from them:

Table – 8
Aspect IV: GROWTH- How can I grow in the organization?

	The Questions	N	Mean
Q11	Did someone at work ever talk to me about my progress?	270	3.73
Q12	Did I have opportunities at work to learn and grow?	270	4.18
	Overall Mean		3.95

The mean for the question ‘Did someone at work ever talk to me about my progress?’ was greater than 3.50 which exhibit ‘reasonably good’ degree of employee engagement on account of this variable existed in the organization. Further, a mean score of more than 4 was observed with relation to question ‘Did I have opportunities at work to learn and grow?’. It also speaks about ‘good’ degree of employee engagement practice existed on this variable.

Variable-wise analysis has been made to understand the viewpoints of the respondents in detail:

Variable 11: Employers Concern about Employees’ progress

The opinions of the respondent on this variable were quite positive with high mean value of 3.73 which shows that the employers have concern about the progress of employees to a great extent but some of the respondents did not agree with it and were of the view that in most of the cases it is generally follow-up of the current assignments.

It appears that employers by and large understand that the progress of the employees would lead to the growth of the organization and have concern for them. It then results in better employee engagement.

Variable 12: Opportunities at work place to learn and grow

The mean score on this variable ‘Opportunities at work place to learn and grow’ was quite high (Mean = 4.18) which depicts that there are opportunities at the work place

to learn and grow to a large extent. Some of the respondents, however, suggested that –

- a) HODs should sanction trainings or seminar proposal. Budgets need to be allocated or training hours has to be mandatory so that employees follow it religiously.
- b) Technical up-gradation should be appreciated.
- c) Internal talent is needs to be developed adequately and for next roles talents should be utilized from the organization itself which would result in employee development.

These suggestions would further enrich employee development and employee engagement.

The overall mean score on this aspect ‘Growth – How can I grow in the organization’ was 3.95 which although indicates ‘reasonably good’ degree of employee engagement practices existed in the organization but also point out scope of improvement on this aspect. Clearly the employees felt that they had opportunities to learn and grow but, felt less positive about organization being concerned about their progress.

The following action plan is suggested to improve employee engagement practices on this aspect:

Table-9
Action Plan regarding Aspect IV – GROWTH: How can I grow in the organization?

Issue	What to do?	Suggestions
Employers Concern about Employees’ own progress	Identify Skill and Competency gaps and provide requisite trainings to the employees.	<ul style="list-style-type: none"> ✓ Quarterly review performance and make action plan for gap areas. ✓ Assign mentors to the fresher recruits. ✓ Develop cadre wise / roll wise functional training matrix.
Opportunities at work place to learn and grow	Talk one-on-one with team members about their career goals.	<ul style="list-style-type: none"> ✓ Encourage team member to develop their learning goals and how it will help them to accomplish their current assignments. ✓ Allocate specific training budgets for each department along with criteria. ✓ Ensure that employees have discussed and developed career development plan with their managers. This should have specific milestones and set timeframes ✓ Frame Succession Planning System, which should allow the organization to have a talent succession plan based on competencies, experience, education, etc. ✓ Assign employees with special projects to break monotony. Identify each employee’s strengths and

	<ul style="list-style-type: none"> ensure job functions utilize to their strengths, contribute to their career goals, link to the organization’s strategy and mission. ✓ Provide cross-training opportunities for employees within the department. Align project assignments with strengths. ✓ Develop action plans as to how they will acquire skills necessary to attain professional and personal goals.
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Overall Analysis

An analysis of the opinions of the respondents on all the four aspects indicates that the employee engagement practices in the organization appear to be quite good as the overall mean score of all the four aspects range from 3.95 to 4.44

Average mean score has been computed by adding the overall mean score of all the four aspects and termed as mean score of Employee Engagement in the organization as given in Table-10 below:

Table - 10

Aspects	No of Variables	Mean	
Aspect I	BASIC NEEDS – What do I get?	2	4.44
Aspect II	Individual: What Do I Give	4	4.07
Aspect III	TEAM WORK – Do I belong here?	4	4.25
Aspect IV	GROWTH- How can I grow in the organization?	2	3.95
	Overall Mean = 16.71/4		4.18

Average mean score of 4.18 is an indication of the ‘good’ employee engagement practices in the organization. There is a good scope of improvement as viewed by some of the respondents on various aspects covered under study. A detailed action plan framed in this regard for enrichment of each variable has been framed under each aspect given above.

VIII. CONCLUSION AND SUMMARY

The research shows that the employee engagement practices concerning the basic needs of the employees relating to the clarity of work and availability of material are fulfilled to a great extent in the organization. However, some employees pointed out that usually in case of role change, updated KPIs are not shared easily. In the opinion of few respondents, cab facility for field work and to commute was not available.

Majority of the employees were of the view that they are getting opportunities to showcase what they can do best. They opined that people also care for them in the organization, and they are kept updated about the new concepts concerning their work. But, some of them also expressed that they are not recognized for the work they do. The individuality of employee was fairly maintained at workplace. However, organization could take actions to provide recognition to employees for the work done by them.

As regards, belongingness to the organization, many respondents felt that team work is the essence of the organization and there is a feeling of affiliation with the organization among the employees. Their team had clarity about the mission, thrived for the quality work and they had companions at work. But some of them indicated that when there is pressure of work, people do not focus on quality. Further, due to high work pressure, they didn't get time to interact with other team-mates.

Regarding growth opportunities responses of the employees show that though employee engagement practices existed in the organization but, they also suggested that there was scope of improvement. In their opinion HODs should sanction trainings or seminar proposal to develop internal talent for next roles. It will help to utilize talents from within the organization which would result in high employee engagement.

Clearly the employees felt that they had opportunities to learn and grow but, felt less positive about organization being concerned about their progress.

The study concludes that the four aspects including fulfilment of basic needs related to knowledge of job roles and availability of required material; consideration towards employee care and recognition; giving importance to employees while working in a team and boosting team belongingness and; taking care of development and growth of employees positively affects employee engagement. Therefore, paper suggests action plans giving due importance to basic needs, individuality, team work and growth. Certain suggestions given by the employees have also been incorporated in the action plans.

However, if any company wishes to use the suggested action plan, it should first test its suitability for its organization. The companies can also make modifications in the suggested action plans according to its needs.

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