

## EMPLOYEE ENGAGEMENT IN KFC, CHENNAI

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**Abstract:** *Employee engagement has become a vital component in today's business scenario. As competition intensified, employers realized the importance of employee to sustain and grow in the knowledge economy. Success of any organization in the globalised economy can be achieved by building a talent-rich organization that attracts, retains and engages employees. Engaged employees are willing and able to contribute to the success of the company and are, therefore, real assets to an organization (Rama Devi, 2009). To make employees work better, employee has to be engaged properly. This study focuses on the variables which are significant to create an engaged workforce. The study is descriptive in nature and the data has been collected from 268 employees from KFC. Chi-square, ANOVA, Correlation was used to find the employee engagement. 147 employees agree that company provides attractive opportunities for growth and improvement.*

**Keywords:** *Employee, Management, Engaged workforce.*

### INTRODUCTION

Human resource executives in India continue to struggle with talent management issues, particularly retention. The quest to find the best way to retain employees has taken HR pundits through concepts such as employee motivation, employee satisfaction and employees delight. The latest idea is, "Employee Engagement process concept that holds that, it is the degree to which an employee is emotionally bonded to his organization and passionate about his work that really matters. Engagement is about motivating employees to do their best. The quality of output and competitive advantage of a company depends upon the quality of its people. It has been proved that there is an intrinsic link between employee engagement, customer loyalty and profitability. There are 3 types of employees, they are

- Engaged
- Not Engaged
- Partially Engaged

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**Engaged** - employees who work with passion and feel a profound connection to their organization. They drive innovation and move the organization forward.

**Not engaged** – employees who attend and participate at work but are timeserving and put no passion or energy into their work; and

**Partially Engaged**– employees who are unhappy at work and who act out their unhappiness at work.

According to Meere (2005), these employees undermine the work of their engaged colleagues on a daily basis. Employee engagement can be defined in terms of what people do at work, something called the role theory. Role theory reviews different roles that people engage in at work, and it explains reasons why people engage in certain roles and not in others. They are,

- Job holder role
- Team member role
- Entrepreneur role
- Career role
- Organization member role.

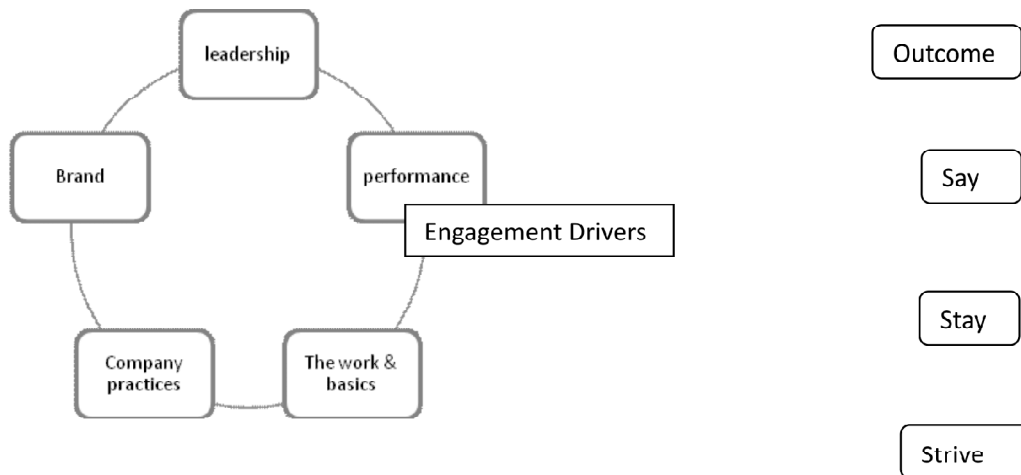
Most of the literature employs a multidimensional approach to defining employee engagement, where the definition encapsulates several elements required in order to achieve 'true engagement'. For example, the CIPD (2007a) defines employee engagement as a combination of commitment to the organization and its values plus a willingness to help out colleagues. According to this view, engagement is about more than job satisfaction and is a more complex concept than motivation. Similarly, Schmidt (2004) defines engagement as bringing satisfaction and commitment together. Whilst satisfaction addresses more of an emotional or attitudinal element, commitment brings in the motivational and physical elements. Schmidt (2004) contends that while satisfaction and commitment are the two key elements of engagement, neither on their own is enough to guarantee engagement. Right Management (2006) defines true engagement as every person in the organization understanding and being committed to the success of the business strategy, and that this goes beyond more than just simple job satisfaction and incorporates aspects of commitment, pride and advocacy about the organization's products and brand. Whilst the onus is on the organization to manage communication effectively to involve employees and align them with the organization, this clearly requires input and feedback from employees as well to make the process work. Engaged organizations have strong and authentic values, with clear evidence of trust and fairness based on mutual respect, where two way promises and commitments – between employers and staff – are understood, and are fulfilled.

## **THEORITICAL MODEL**

Aon Hewitt defines engagement as the psychological state and behavioral outcomes that lead to better performance. The Aon Hewitt Engagement Model below examined

engagement outcomes as Say, Stay and Strive. Engaged employees: Say—speak positively about the organization to coworkers, potential employees and customers; Stay—have an intense sense of belonging and desire to be a part of the organization; and Strive—are motivated and exert effort toward success in one's job and for the company. Engagement drivers within management control—brand, leadership, performance, the work, the basics and company practices.

Figure 1: The Aon Hewitt Employee Engagement Model



Source: Secondary Data

## REVIEW OF LITERATURE

**Sarika Patil March (2012)** attempted to give the realistic view about talent management and retention. The most valuable asset of a 21st-century institution, whether business or non-business, will be its talent workers and their productivity. Talented workers are the key source of competitive advantage for the today's companies. Today, talented workers account for major chunk of the workforce in developed nations. Talented workers will do things spectacularly, if only they are managed well. Human resource manager have to understand their needs & expectations and deliver the same. Knowledge workers are high on skill sets and capabilities that others are found wanting in. So, the Human resource managers have to manage them effectively and efficiently and retained them for the future growth of the organization. Knowledge workers are undoubtedly the soundest asset for an organization. This asset can be appreciated or turned into a liability. It all boil down to one simple thing – manage them properly.

**Irshad, Muhammad January (2011)** the article described the relationship between human resource practices and employees retention in a given organization. The research reviewed relevant literature to identify elements of HR practices that influence employee retention. Over the past decade, the way in which people are managed and

developed at work has come to be recognized as one of the primary factors in achieving improvement in organizational performance.

**John Hausknecht, Julianne M., Michael J. Howard (2008)** conducted a study on performance based and job related differences. A content model of a retention factors is developed in the context of previous theory and research. Coding of open-ended responses from 24,829 employees in the leisure and hospitality industry landed support to the identified framework and revealed that job satisfaction, extrinsic rewards, constituent's attachments, organizational commitments, and organizational prestige were the most frequently mentioned reason for staying. Advancement opportunities and organizational prestige were more common reason for staying among high performers and non-hourly workers, and extrinsic rewards was more common among low performers and hourly employees, providing support for case/desirability of movement and psychological contract rationales. The findings highlighted the importance of differentiating human resource management practices when the goal is to retain those employees valued most by the organization.

**Ravneeta Dhankhar (2008)** examined the following factors: career development opportunities, effective talent management strategies, recruitment, on boarding and orientation, investment in training and development, compensation and benefits, work life balance, culture of the organization, leadership, communication, image of the company, autonomy and empowerment, Gallup audits, personal causes, role of HR head and supervisors, work related policies and flexi time, performance appraisals and career growth and development opportunities. There are no one fixed practices which show the importance and significance of the influence of all these above broad points because different organizations lay different emphasis on these pointers depending upon their suitability impacting retention. Based on our understanding of the papers reviewed by us, suggestions are drawn which give a holistic view on the various practices that organizations should adopt to keep the level of employee retention and commitment high.

**Jean Mariehiltrop, (1996)** explored that high performance organizations are constitutently outperforming their competitors on a number of human resource factors, including the level of teamwork and openness between co-workers, the training and development opportunities they offer to employees, and the degree of pro-actively in HR planning. Developing this capability begins with the realization that effective human resource management underpins the competitiveness of organizations.

## **RESEARCH METHODOLOGY**

Descriptive research design was used. 100 employees of KFC CHENNAI were selected as sample size. The sampling technique used in this study is random sampling method. 5 point likert scale ranging from strongly agree to disagree was used in developing questionnaire which consists of a variety of questions pertaining to job, co-worker, department, company and overall perception about job.

**PRIMARY OBJECTIVE**

- To study the employee engagement on Kentucky fried chicken.

**SECONDARY OBJECTIVES**

- To Determine the Supporting ability and coordination which is been provided by the co-workers.
- To analyze the Relationship between the employee and superior.

**Table 1**  
**Table showing the demographic details at KFC**

<i>Variables</i>	<i>Classification</i>	<i>Frequency</i>
Age	18-20	114
	20-22	109
	22-24	26
	24-26	19
	Total	268
Gender	Male	220
	Female	48
	Total	268
Marital status	Single	238
	Married	30
	Total	268
Department	Cash	86
	Supply	67
	Kitchen	84
	delivery	31
	Total	268
Employment status	Full time	182
	Part time	86
	Total	268

*Source:* Primary Data

**FINDINGS OF THE STUDY**

A random sample of 268 was taken for the study, out of which 220 of the respondents are male and 48 of the respondents are female. It is found that 86 employees are deployed in cash department, 67 employees are deployed in supply department, 84 employees are deployed in kitchen department, and 31 employees are deployed in delivery department. Majority of the respondents fall in the category of 18-20.

**DATA ANALYSIS AND INTERPRETATION**

These data suggest some interesting dynamics in the engagement equation. More employees are saying positive things about their employers and more are striving for greater performance, but the percentages who see a long-term track with their organization is leveling off at just over half of employees. We are seeing an increasing

percentage of employees who engage in terms of positive statement and extra effort, but may not be with an organization very long. Employee engagement is improving marginally but generally stabilizing to pre-recession levels, and the results indicate significant room for improvement for the average organization.

**Table 2**  
**Correlation Table**

<i>Variables</i>	<i>Having right tools and resources to do job &amp; attractive opportunities for growth and improvement</i>	<i>My superior regularly recognizes me for doing a good job &amp; I have the authority to do my best work</i>	<i>I have the training and skill I need to do an excellent job &amp; My talents and abilities are used well in my current position</i>
Sig. (2-tailed)	.628	.049	.000
Pearson Correlation	.030	.120 <sup>*</sup>	.270 <sup>**</sup>
N	268	268	268

Source: Computed data

From the analysis it is found that training is identified as the key factor in engaging employees so as to enhance their skill in doing an excellent job.

**Table 3**  
**Anova Table**

<i>Variable</i>	<i>F</i>	<i>Sig.</i>
I have the right tools and resources to do my job well	1.547	.215
I have the training and skill I need to do an excellent job	2.220	.111
The amount of work I am expected to do is reasonable	1.767	.173
My talents and abilities are used well in my current position	1.573	.209
I feel that my work is important to the success of this company	2.993	.002
I am satisfied with the level of pay I receive	1.141	.321
I clearly understand what my superior expects from me	2.264	.106
My superior has a friendly working relationship with team members	5.694	.004
My superior gives me regular feedback on how I am doing	2.870	.058
My superior regularly recognizes me for doing a good job	1.469	.232
There is good communication between me and my superior	7.756	.001

Source: Computed data

From the analysis it is found that there is good communication between employees and their superior with a friendly working relationship among the team members. Hence, employees feel that their work is important to the success of this company.

## SUGGESTIONS

It is found that majority of the respondents agrees that company provides attractive opportunities for growth and improvement, so the management can consider motivating the employees by providing more opportunities.

- Understand the trends affecting your talent strategy
- Focus on the engagement behaviors required for performance and business success.
- Deliver on a compelling employee value proposition (EVP).
- Create a culture of engagement
- Protect the foundational elements.
- Build engaging leaders

## CONCLUSION

Is more important in today's concept is beyond attracting and retaining necessary talent, engaging talent in the right behaviors for future business challenges will be a point of focus. Adaptability, agility, speed, relevance and incremental value are at the center of an evolving employee engagement. It is understood that most of the employees are fully engaged in all the factors.

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