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### The Antecedence of Employee Engagement

#### An Empirical Analysis with Special Reference to Service Sector

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#### ABSTRACT

Employee Engagement is based on belief, reliability, two way guarantee and communication between organization and its employees. The study on employee engagement on services sector examines the various divers affecting employee engagement. Convenience sampling method was used for the selection of respondents from various locations in Chennai city. Primary data was collected through a structured questionnaire to gather information about employee engagement in an organization. Findings of this study is only related to the Service sector.

**Keywords:** Employee engagement, Antecedence, Job Satisfaction, Motivation.

#### 1. INTRODUCTION

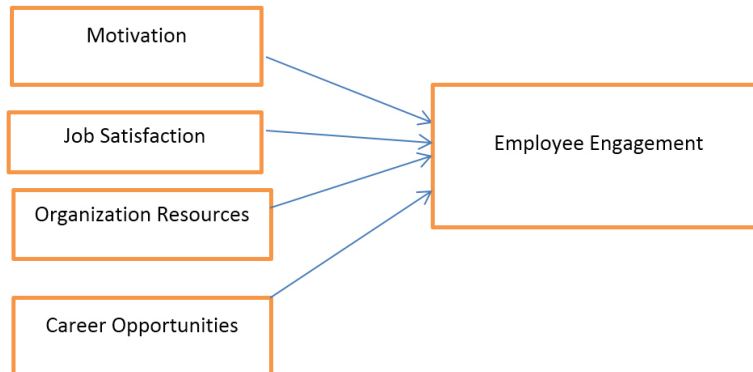
Employee engagement is an essential for dynamic effective organisations. Engaged employees are fulfilled and feel a sense of attachment to their job and employer. They support the very best in the organization to their friends, family and effort towards its success. It is desired outcome that Employee engagement is a preferred conclusion that arises when employees feel a delicate psychological and emotional linking to their jobs. As a result, they are additional devoted and additional enthusiastic to apply voluntary, flexible energy to their work above and outside the average to help their organization be successful. Engagement is the means and strategies by which an organization seeks to build a partnership between organization and its employees. Malavika Desai<sup>7</sup> et. al., (2010), has described Employee engagement is an act as a main issue of contributing to executive efficiency, performance and long term persistence. Tejvir singh<sup>14</sup> et.al(2005) says that Employee engagement measures differ from organization to organization and proper need analysis is necessary for each organization. Because expectation management plays an important role

in an engagement force. Shang Wang et. al., (2013) says, has described employee belief is establish to have a fractional facilitating influence between exact guidance and employee engagement. Abhijit siddhanta<sup>1</sup> (2010) says described employees are able to relate their individual performance has a direct impact on the performance of the organization as a whole. Waseem khan &Yawar iqbal<sup>16</sup> (2013) says that the extrinsic motivation is strong positive relationship and effect on employee engagement as compared to intrinsic motivation. Luthans et. al., (2002) says that Employee engagement and leader self-efficacy are both important qualifications that together may more positively influence leader success than either interpreter by itself. Saari and judge(2004), has described that organizational thinking as a extensive, rich and times debatable history related to the study and accepting of employee boldness and job satisfaction. Jacqueline Landau and Tove Helland Hammer<sup>5</sup> (1986) has described Employees who preferred flexibility but supposed no opportunities were less dedicated to their organizations than employees who supposed they had opportunities for advancement. Crawford et. al., (2010),described relationships resources and engagement were steadily helpful, relationships between demand and engagement were extremely dependent on the nature of the demand. Schmidt et. al., (2014), has described unique inference is that deviations in management practices rise employee satisfaction may rise business unit results comprising earnings. Amy Adkins (2015) described Engaged employees are intricate in, passionate around and dedicated to their work. It is support the advance, development and income that their companies. Charlotte Jonasson et. al., (2017), described that job resources require progressive results on refugee instructors job satisfaction.

## 2. OBJECTIVES

- To analysis the Antecedence of Employee Engagement in service sector and its relationship with each factor and suggest measures to improve Employee Engagement.

## 3. ANTECEDENCE OF EMPLOYEE ENGAGEMENT



## 4. RESEARCH METHODOLOGY

This study was accompanied using both systematic and expressive type of methodology. The study depends on primary and secondary data.

### 3.1. Sampling Size and Design

The primary data were collected through survey method. Survey was conducted through Questionnaire. Convenience Sampling has been done for generating data. Totally 200 Questionnaires were distributed.

### 3.2. Questionnaire Design

The primary data were collected through questionnaire survey. The respondents were asked to give their opinion relating to drivers of employee engagement. The part of the Questionnaire comprises statements relating to employee engagement measures, with Likert's 5 point scale.

### 3.3. Primary Data

Research is mainly based on primary data. The data has been collected from various Service sector namely banking sector, Education Institutions. The primary data is collected through structured questionnaire.

### 3.4. Secondary Data

The Secondary data were collected from Journals, Magazines, Books, Articles, Research Papers, Websites, Manuals and Booklets.

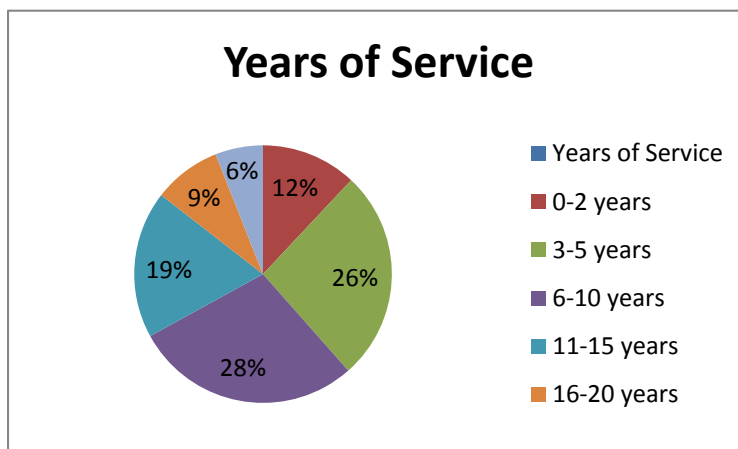
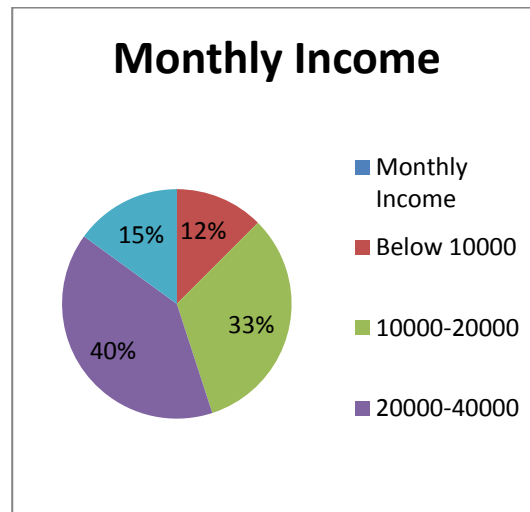
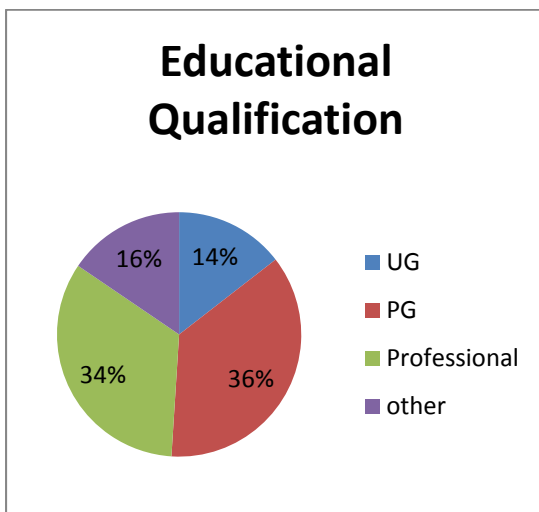
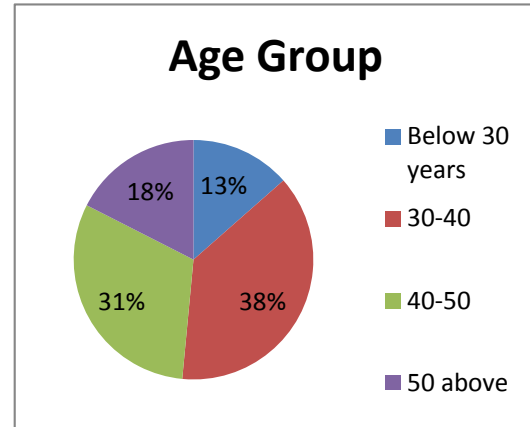
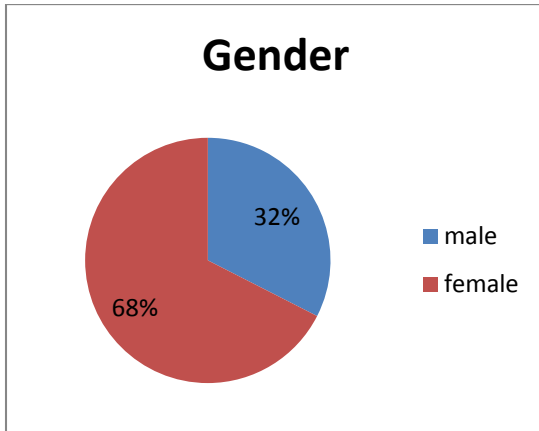
## 5. DATA ANALYSIS AND INTERPRETATION

### 6. PERCENTAGE ANALYSIS

Demographic variables of the respondents:

Table 1  
Demographic Variables

<i>Demographic Variable</i>	<i>Frequency</i>	<i>Percentage</i>
<b>Age Group Gender</b>		
Male	65	32.5
Female	135	67.5
<b>Age Group</b>		
Below 30	27	13.5
30- 40	76	38
40-50	62	31
50 Above	35	17.5
<b>Educational Qualification</b>		
UG	29	14.5
PG	73	36.5
Professional	67	33.5
Others	31	15.5
<b>Years of Service</b>		
0-2	24	12
3-5	53	26.5
6-10	57	28.5
11-15	37	18.5
16-20	17	8.5
More than 20	12	6
<b>Monthly Income</b>		
Below Rs.10,000	25	12.5
₹10,000-20,000	65	32.5
₹20,000-40,000	80	40
₹40,000 above.	30	15



## INFERENCE

From the above table shows that out of 200 employees, 32.5% of the respondents are male and 67.5% of the respondents are female. It is observed that most of the respondents are female.

The table it was found that out of 200 respondents,13.5% of them are in the age group of below 30years,38% of them are having age group 30-40 years,31% of them are having age group 40-50 years,17.5% of them are having age above 50years.

Out of 200 respondents,14.5% of them were UG, 36.5% of them were PG, 33.5% of them were Professional, 15.5% of them were Others in Educational qualification.

The analysis show that out of 200 respondents,12% of them were having 0-2 years of service, 26.5% of them were having 3-5 years of service,28.5% of them were having 6-10 years of service, 18.5% of them were having 11-15 years of service,8.5% of them were having 16-20 years of service, and 6% of them were having more than 20 years of service. It is observed that 28.5% of respondents are in the years of service 6-10 years.

As per the data collected out of 200 respondents, 12.5% of them were having monthly income of below ₹10,000, 32.5% of them were having monthly income of ₹10,000 – 20,000, 40% of them were having monthly income of ₹20,000 – 40,000, and 15% of them were having monthly income of above ₹40,000.

## 7. CHI-SQUARE

### Hypothesis

#### Association between Age and Employee Engagement:

**Null Hypothesis (H0):** There is no association between Age and Employee Engagement.

**Alternative Hypothesis (H1):** There is association between Age and Employee Engagement.

**Table 2**  
**Association between Age and Employee Engagement**

<i>Chi-Square Value</i>	<i>Df</i>	<i>Significant P value</i>
86.500	4	.001**

To analyze the association between Age and Employee engagement Chi-Square test was conducted. The table presents the SPSS result that shows that association between Age and Employee engagement is significant as the *p* value is lesser than 0.05.Hence it is concluded that Age has an impact on Employee Engagement.

#### Association between Year of Service and Employee Engagement:

**Null Hypothesis (H0):** There is no association between Year of Service and Employee engagement.

**Alternative Hypothesis (H1):** There is an association between Year of Service and Employee engagement.

**Table 3**  
**Association between Year of Service and Employee Engagement**

<i>Chi-Square Value</i>	<i>Df</i>	<i>Significant P value</i>
26.020	5	.001**

To analyze the association between Year of Service and Employee engagement Chi-Square test was conducted. The table presents the SPSS result that shows that association between Year of Service and

Employee engagement is significant as the  $p$  value lesser than 0.05. Hence it is concluded that Age has an impact on Employee Engagement.

## 8. MULTIPLE REGRESSION

### Hypothesis

**Null hypothesis H0:** There is no significant relationship between the Motivation, Job Satisfaction, Organisation Resources, Career Opportunities and Employee engagement.

**Alternative hypothesis H1:** There is a significant relationship between the Motivation, Job Satisfaction, Organisation Resources, Career Opportunities and Employee engagement.

### Model Summary

Model	R	R-Square	Adjusted R Square	Std. Error the Estimate
1	0.965	0.931	0.925	0,925

**Table 4**  
Showing Variables in the Multiple Regression Analysis

Predictor Variables	Unstandardized Coefficients		Standardized Coefficients	t value	P value
	B	Std. Error	Beta		
(Constant)	3.553	0.595	-	5.977	0.001**
Organisation ResourcesX1	0.124	0.043	0.086	2.871	0.000**
MotivationX2	0.922	0.032	0.907	28.694	0.000**
Job SatisfactionX3	0.005	0.016	0.007	0.327	0.000**
Career OpportunitiesX4	0.065	0.016	0.079	4.041	0.001**

R value – 0.965      F value – 657.516

R square – 0.931      P value – 0.001\*\*

Note: \*Significant at 5% level

\*\*Significant at 1% level

Through Table The R value can be depicted through the simple correlation and is value 0.965, which shows a high degree of correlation. The R square value how much of the total variation in the response variable i.e employee engagement can be explained by the predictor variables (X1, X2, X3, X4), In This case, 93.1% can be explained, which is very large. The value shows that there is almost 93 percent variation in response variable (Employee Engagement) due to a one unit change in predictor variables. The table shows the F value is 657.516 at one percent significant level which shows that the model is good as its value is less 0.001. The coefficient beta value of (X1) Organisation resources value indicates the positive influence on employee engagement, every unit increase in Organisation resource would increase the Employee engagement by 0.86 times, with  $t$  value 2.871, which indicates significant at one percent level. The coefficient beta value of predictor variable (X2) Motivation value is 0.907 with  $t$  value 28.694 and  $p$  value less than 0.001 and is significant at one percent level. The beta value of predictor variable (X3) Job Satisfaction is 0.007 with  $t$  value 0.327 and significant level less than 0.001 and is significant at one percent level. The coefficient beta value of predictor variable (X4) Career Opportunities is 0.079 with  $t$  value 4.041 and significant level of 0.001 and is significant at 1 percent level.

The regression equation can be formulated as:

$$Y = A + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4, \text{ i.e}$$

$$\text{Employee Engagement} = 3.553 + 0.086(\text{Organisation resources}) + 0.907(\text{Motivation}) \\ + 0.007(\text{Job Satisfaction}) + 0.079 (\text{Career opportunities})$$

## 9. FINDINGS AND DISCUSSION

The research findings show that 32.5% of the respondents are male and 67.5% of the respondents are female. It is perceived that maximum of the respondents are female. 38% of them are having age group 30-40 years, 31% of them are having age group 40-50 years. The study shows 36.5% of them were PG, 33.5% of them were Professional in Educational qualification. The study shows observed that 28.5% of respondents are in the years of service 6-10 years. The study shows that 40% of them were having monthly income of ₹20,000 – 40,000. From the Chi-square test analysis it has been founded that the demographic variables of the respondents such as Age, Year of Service has an impact on Employee Engagement. Factors in multi regression accounted for 93percent of the total variance in overall employee engagement value supposed, the analysis for factor affecting employee engagement revealed the same factor at work, even though they accounted for less overall variance. The strongest predictor of overall employee engagement is Motivation value, ( $b = 0.907, t = 28.694$ ). The other factors were also positively correlated with engagement perception. The multiple regression reveals that all that factors have positive influence on Employee engagement and the most important that has positive and strong impact on Employee engagement is Motivation value, followed by Organisation resources and Career Opportunities. Hence it is concluded that if employees focus on while building the Employee Engagement.

## 10. CONCLUSION

From the findings it was conclude that Antecedence of employee engagement dependent on various factors. That the Antecedence of engagement in relation to their impact on employee engagement. The Organisation should work at facilitating employee engagement by concentrating on these engagements. So we can conclude that employee engagement should be continuous process knowledge, enhancement, capacity and achievement. The enlargement, floating and improvement of employee engagement is in the hand of organizations and needs a suitable blend of time, job satisfaction, involvement and investment to be successful.

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