
TO STUDY THE ASSOCIATION BETWEEN EMPLOYEE ENGAGEMENT AND PROMINENT FACTORS AFFECTING EMPLOYEE ENGAGEMENT AT TETRA PAK, PUNE

Prof. Aparna Shastri

Asst. Professor

Marathwada Mitra Mandal's Institute of Management Education Research and Training

Email – aparnashastri@imertpune.in

ABSTRACT

Employee engagement called worker engagement is a business management concept.

An "engaged employee" is the one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests.'

Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of context, and works with colleagues to improve performance within the job for the benefit of the organization.

It is a positive attitude held by the employees towards the Organization and its values.

The paper focuses to find out whether there is any association between Employee Engagement and factors affecting Employee Engagement.

Key words – Employee engagement, engaged, actively disengaged.

INTRODUCTION TO EMPLOYEE ENGAGEMENT

According to *Scarlett Surveys*, "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 and perform at work". Thus, engagement is distinctively different from employee satisfaction, motivation and organizational culture. *Business Dictionary* defines employee engagement as, "Emotional connection an employee feels toward his or her employment organization, which tends to influence his or her behaviors and level of effort in work related activities."

(<http://www.businessdictionary.com/definition/employee-engagement.html>)

LITERATURE REVIEW

Engagement at work was conceptualized by Kahn, (1990) as the 'harnessing of organizational members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.

The second related construct to engagement in organizational behavior is the notion of flow advanced by Csikszentmihalyi (1975, 1990). Csikszentmihalyi (1975) defines flow as the 'holistic sensation' that, people feel when they act with total involvement. Flow is the state in which there is little distinction between the self and environment. When individuals are in Flow State little conscious control is necessary for their actions. Engagement is most closely associated with the existing construction of job

involvement (Brown 1996) and flow (Csikszentmihalyi, 1990). Job involvement is defined as 'the degree to which the job situation is central to the person and his or her identity (Lawler & Hall, 1970). Kanungo (1982) maintained that job involvement is a 'Cognitive or belief state of Psychological identification'. Job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. Thus job involvement results from a cognitive judgment about the needs satisfying abilities of the job. Jobs in this view are tied to one's self image.

ASPECTS OF EMPLOYEE ENGAGEMENT

Three basic aspects of employee engagement according to the global studies are:-

- The employees and their own unique psychological makeup and experience
- The employers and their ability to create the conditions that promote employee engagement
- Interaction between employees at all levels.

Thus it is largely the organization's responsibility to create an environment and culture conducive to this partnership, and a win-win equation.

CATEGORIES OF EMPLOYEE ENGAGEMENT

According to the Gallup there are different types of people:-

1. **Engaged-** "Engaged" employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward.
2. **Not Engaged-** Not-engaged employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are not-engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their coworkers.
3. **Actively Disengaged-**The "actively disengaged" employees are the "cave dwellers." They're "Consistently against Virtually Everything." They're not just unhappy at work; they're busy acting out their unhappiness. They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged coworkers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning.

Objective of the study –

1. To identify prominent factors that affect Employee Engagement at Tetra Pak, Pune.
2. To study the association between Employee Engagement and the identified prominent factors of Employee Engagement.

Research Methodology –

- **Data collection –**

Primary Data was collected through structured Questionnaire.

Secondary data was collected through Literature Review.

- **Sample –**

Out of 120 employees from Processing Department, sample selected was 35 employees.

- **Sampling Method –** Convenience sampling method was adopted to select sample.

- **Data analysis and interpretation –** Data was analyzed using Chi-Square Test of contingency

Statement of Hypothesis –

- There is no association between Employee Engagement and prominent factors of Employee Engagement.

FINDINGS -**Factors Leading to Employee Engagement at Tetra Pak, Pune-**

Based on the data collected through questionnaire following critical factors were identified which lead to Employee engagement at Tetra Pak,Pune.

1. Equal Opportunities and Fair Treatment.
2. Performance appraisal.
3. Pay and Benefits.
4. Health and Safety measures.
5. Job Satisfaction.
6. Free flow of Communication.
7. Co-operation.

Hypothesis testing –

1] **Chi square test for Employee Engagement and Equal Opportunities and Fair Treatment:**

Purpose: To study if there is any relationship between **Employee Engagement and Equal Opportunities and Fair Treatment**

H₀ : There is no association between **Employee Engagement and Equal Opportunities and Fair Treatment.**

Statistical test : Chi square test of contingency.

Level of significance (α): 0.05

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Employee Engagement * Equal opportunities and fair treatment	35	100.0%	0	.0%	35	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.417 ^a	2	.012
Likelihood Ratio	.420	2	.010
Linear-by-Linear Association	.290	1	.590
N of Valid Cases	35		

Findings:

$\chi^2 (2) = .417$, P value < 0.05.

Since the P value is less than level of significance (0.05) Null is rejected and it is concluded that there is a significant relationship between **Employee Engagement and Equal Opportunities and Fair Treatment**.

2]Chi square test for Employee Engagement and Performance Appraisal :

Purpose: To study if there is any relationship between **Employee Engagement and Performance Appraisal**.

H₀ : There is no association between **Employee Engagement and Performance Appraisal**.

Statistical test : Chi square test of contingency.

Level of significance (α): 0.05

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Employee Engagement * Performance Appraisal	35	100.0%	0	.0%	35	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.613 ^a	3	.055
Likelihood Ratio	2.732	3	.035
Linear-by-Linear Association	2.066	1	.151
N of Valid Cases	35		

Findings:

$\chi^2 (3) = .2.6139$, P value < 0.05.

Since the P value is less than level of significance (0.05) Null is rejected and it is concluded that there is a significant relationship between **Employee Engagement and Performance Appraisal**.

3] Chi square test for Employee Engagement and Pay and benefits:

Purpose: To study if there is any relationship between **Employee Engagement and Pay and benefits**

H₀ : There is no association between **Employee Engagement and Pay and benefits**.

Statistical test : Chi square test of contingency.

Level of significance (α): 0.05

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Employee Engagement *	35	100.0%	0	.0%	35	100.0%
Pay and Benefits						

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.425 ^a	3	.019
Likelihood Ratio	4.441	3	.018
Linear-by-Linear Association	.424	1	.515
N of Valid Cases	35		

Findings:

$\chi^2 (3) = 4.425$, P value < 0.05.

Since the P value is less than level of significance (0.05) Null is rejected and it is concluded that there is a significant relationship between **Employee Engagement and Pay and benefits**.

4] Chi square test for assistance from Employee Engagement and Health and Safety Measures:

Purpose: To study if there is any relationship between **Employee Engagement and Health and Safety Measures**

H₀ : There is no association between assistance from **Employee Engagement and Health and Safety Measures**

Statistical test : Chi square test of contingency.

Level of significance (α): 0.05

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Employee Engagement * Health and Safety Measures	35	100.0%	0	.0%	35	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.286 ^a	2	.047
Likelihood Ratio	.301	2	.040
Linear-by-Linear Association	.162	1	.687
N of Valid Cases	35		

Findings:

$\chi^2 (2) = .286$, P value < 0.05.

Since the P value is less than level of significance (0.05) Null is rejected and it is concluded that there is a significant relationship between **Employee Engagement and Health and Safety Measures**.

5] Chi square test for Employee Engagement and Job Satisfaction:

Purpose: To study if there is any relationship between **Employee Engagement and Job Satisfaction**.

H₀ : There is no association between **Employee Engagement and Job Satisfaction**.

Statistical test : Chi square test of contingency.

Level of significance (α): 0.05

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Employee Engagement * Job Satisfaction	35	100.0%	0	.0%	35	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.900 ^a	3	.049
Likelihood Ratio	5.511	3	.038
Linear-by-Linear Association	4.685	1	.030
N of Valid Cases	35		

Findings:

$\chi^2 (3) = 4.900$, P value < 0.05.

Since the P value is less than level of significance (0.05) Null is rejected and it is concluded that there is a significant relationship between **Employee Engagement and Job Satisfaction.**

6] Chi square test for assistance from Employee Engagement and Free flow of communication:

Purpose: To study if there is any relationship between **Employee Engagement and Free flow of communication.**

H₀ : There is no association between **Employee Engagement and Free flow of communication.**

Statistical test : Chi square test of contingency.

Level of significance (α): 0.05

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Employee Engagement * Free flow of Communication	35	100.0%	0	.0%	35	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.972 ^a	3	.040
Likelihood Ratio	1.323	3	.024
Linear-by-Linear Association	.041	1	.839
N of Valid Cases	35		

Findings:

$\chi^2 (3) = .972$, P value < 0.05.

Since the P value is less than level of significance (0.05) Null is rejected and it is concluded that there is a significant relationship between **Employee Engagement and Free flow of communication.**

7] Chi square test for Employee Engagement and Cooperation:

Purpose: To study if there is any relationship between **Employee Engagement and Cooperation**

H₀ : There is no association between **Employee Engagement and Cooperation.**

Statistical test : Chi square test of contingency.

Level of significance (α): 0.05

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Employee Engagement * Cooperation	35	100.0%	0	.0%	35	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.890 ^a	2	.041
Likelihood Ratio	.902	2	.037
Linear-by-Linear Association	.822	1	.365
N of Valid Cases	35		

Findings:

$\chi^2 (2) = .890$, P value < 0.05.

Since the P value is less than level of significance (0.05) Null is rejected and it is concluded that there is a significant relationship between **Employee Engagement and Cooperation**.

Conclusion

Based on the data collected and analyzed, it was concluded that prominent factors like Equal Opportunities and Fair Treatment, Performance appraisal, Pay and Benefits, Health and Safety measures, Job Satisfaction, Free flow of Communication and Cooperation affect the employee engagement in Tetra Pak, Pune. Based on hypothesis testing, it was clear that there is a significant association between Employee Engagement and prominent factors of Employee Engagement at Tetra Pak, Pune.

References

1. <http://engagforsuccess.org/what-is-employee-engagement>
2. https://en.wikipedia.org/wiki/Employee_engagement
3. <http://www.gallup.com/businessjournal/166667/five-ways-improve-employee-engagement.aspx>
4. <http://www.managementstudyguide.com/benefits-of-employee-engagement.htm>
5. <http://www.managementstudyguide.com/understanding-employee-engagement.htm>
6. <https://www.mediaplatform.com/2013/04/categories-employee-engagement/>
7. <http://businessjargons.com/types-of-employee-engagement.html>
8. <https://goulddesigninc.wordpress.com/2013/06/20/3-types-of-employee-engagement-and-its-result/>
9. <http://web.a.ebscohost.com>
10. <https://jgateplus.com>