



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

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RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND COMMITMENT: A STUDY AT IVRCL**SURESH KANDULAPATI****ASST. PROFESSOR****DEPARTMENT OF MANAGEMENT STUDIES****PADMASRI DR. B. V. RAJU INSTITUTE OF TECHNOLOGY****NARSAPUR – 501 313****DR. G. MANCHALA****PROFESSOR & HEAD****DEPARTMENT OF MANAGEMENT STUDIES****MAHAVEER INSTITUTE OF SCIENCE AND TECHNOLOGY****BANDLAGUDA****ABSTRACT**

Employee engagement is the level of commitment and involvement of an employee towards organization and its values. The organization must work to develop and nurture engagement which requires a two-way relationship between employer and employee. Thus employee engagement is barometer that determines the association of a person with the organization. IVRCL Infrastructures & Projects Limited is an established player in the infrastructure sector, headquartered in Hyderabad. It was incorporated in 1987 and commenced operations in 1990. IVRCL commenced operations with building construction and later on forayed into various social infrastructure sectors like water transmission & treatment, solid waste management, roads & highways, power transmission lines and bridges. The Main purpose of the study is to determine the degree of employee engagement by position and gender and to study the employee commitment towards long-term career at IVRCL. Employees belonging to the IVRCL constituted the respondents of the study. A structured questionnaire is administered to 77 respondents of junior, middle and top level employees by adopting a random sampling technique. The data analysis is based on the scoring scale for employee engagement and Analysis of variance (ANOVA) is applied to test the hypothesis. Karl Pearson's Coefficient of Correlation applied to test relationship between employee engagement and employee commitment. The degree of employee engagement at IVRCL is very high i.e., 85.7 percent. All top level employees are fully committed towards long term career at the company. There is high correlation between employee engagement and commitment.

KEYWORDS

Engagement, commitment, IVRCL.

INTRODUCTION

Engagement at work was conceptualized by Khan, (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). He 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. Employee engagement is the level of commitment and involvement of an employee towards organization and its values. An engagement employee is aware of business 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 organization must work to develop and nurture engagement which requires a two-way relationship between employer and employee. Thus employee engagement is barometer that determines the association of a person with the organization.

DEFINITION OF EMPLOYEE ENGAGEMENT

The term 'employee engagement' is widely used by human resource practitioners, consultants and academics. Set out below are a number of definitions in current use.

Institute of Employment Studies, UK defined as engagement is a positive attitude held by employees towards the organization and its values. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organization.

According to Gallup Organization, USA, the engaged employee is someone who is 100 percent psychologically committed to their role. They thrill to the challenge of their work everyday. They are in a role that uses their talents, they know the scope of their job, and they are always looking for new and different ways of achieving the outcomes of their role.

International Survey Research (ISR) defined Employee engagement as 'the bond or attachment to the organization, support of its strategy and values, and level of motivation to work hard toward its success.'

The various definitions suggest a number of objectives organizations are trying to achieve by seeking to engage their employees, the most predominant being the encouragement of the discretionary effort of the employee to achieve and exceed the outcomes expected of the role and to find better ways of working. Each of the definitions listed above appear to indicate that an increase in employee engagement supports improved productivity, continuous improvement, better staff retention and a commitment to the organization's success.

A number of conditions must be in place in order to secure employee engagement. In order to achieve employee engagement the following parameters should be considered:

- There must be a strong emphasis on the role and the challenges it provides;
- Each employee must have a good understanding of their role and their place in the business;
- The company must try to align the requirements of the role and the skills of the individual; and
- Each employee must be informed about the business context and changes to it which affect their work and the organization.

These conditions involve the structure of the organization, the design of roles within that structure and the capability required of employees to understand and perform the work of the role. It also requires the creation of a workplace environment by the leadership of the organization where employees feel their work is valued and that they will be developed in current and future roles in the organization.

KEY DRIVERS OF EMPLOYEE ENGAGEMENT

All engagement questions focus on the key drivers for assessing how engaged employees are in their work, and whether this is aligned to achieving the business

strategies. There are number of recognized models for structuring employee engagement surveys but all are broadly based around common themes as shown in the following figure.

FIGURE NO. 1: DRIVERS OF EMPLOYEE ENGAGEMENT

Commitment	Line of sight	Enablement	Faith & Trust
<ul style="list-style-type: none"> • Proud to work here • Intend to stay • Recommend the company • Prepared to go extra mile 	<ul style="list-style-type: none"> • Knowledge of the organisation • Aligned personal and organizational objectives • Able to make a difference 	<ul style="list-style-type: none"> • Tools to do the job • Resources to support me • Skills and Training I need 	<ul style="list-style-type: none"> • I trust senior management • I trust my manager • I believe in the Integrity of business

Source: Robinson, Perryman and Hayday, IES Report, 408 (2004)

It is clear that the organization has a responsibility to lead engagement, and there are several key areas the organization can address to encourage engagement among its employees. Leadership, effective management, open, two-way communication, pay and benefits, fair and equal treatment, employing the 'right' workforce, career development and training, working hours, and health and safety are all aspects of the work environment that organizations can control and influence and have been found to impact upon engagement levels. However, there is no 'one size fits all' model of engagement, and different employees will place different emphases on the extent to which they value each of these elements in return for 'going the extra mile'.

OBJECTIVES OF THE STUDY

- To determine the degree of employee engagement by position and gender at IVRCL.
- To study the relationship between employee engagement and employee commitment.

SIGNIFICANCE OF THE STUDY

A shrinking global economy, cost pressures, changing consumer patterns and service expectations are just some of the challenges to many organizations to its survival. One of the most effective ways of addressing these challenges is to have a workforce that is ready, engaged and able to go the extra mile as well as stay with the organization and benefit from career and leadership development opportunities where they exist. Researches shows that an organization wants to sustain in the long run then it's really essential for it to have an engaged workforce. Employees feel engaged when they find personal meaning and motivation in their work, receive positive interpersonal support, and operate in an efficient work environment. All efforts are made on maximizing employee output and making the most of organizational resources. An engaged workforce takes an organization to great heights. So, the study is significant for IVRCL Infrastructures & Projects Limited to know how employees are engagement and committed towards long term career.

SCOPE OF THE STUDY

The study aims at understanding employee engagement. It is designed to study employee commitment toward long term career at IVRCL in terms of proud to work, recommend the company and prepared to go extra mile. The study focused to determine the degree of employee engagement at IVRCL Infrastructures & Projects Ltd.

HYPOTHESES

- There is significant difference between the degree of employee engagement by position and gender at IVRCL.
- There is significant relationship between employee engagement and employee commitment.

RESEARCH METHODOLOGY

The primary data is collected from IVRCL Infrastructures & Projects Limited employees working in various positions. A structured questionnaire is administered to 77 respondents of junior, middle and top level employees by adopting a simple random sampling technique. Linkert five point scales are used to convert qualitative data into quantitative terms. The secondary data is collected from various journals and books. The data analysis is based on the following scoring scale for employee engagement and Analysis of variance (ANOVA) is applied to test the hypothesis. Karl Pearson's coefficient of correlation is applied to test the relationship between employee engagement and commitment.

SCORING SCALE FOR EMPLOYEE ENGAGEMENT

The following is the scoring scale to assess the level of employee engagement that may currently exist in an organization based on the results of the engagement questions.

41-50 points	Employees in the organization highly engaged
31-40 points	Employees are engaged
21-30 points	Employees are moderately engaged
11-20 points	Employees are disengaged
0-10 points	Employees are highly disengaged

LIMITATIONS OF THE STUDY

- This study confined to determine the degree of employee engagement and employee commitment towards long term career at IVRCL.
- The size of the sample is only 77 and it may not represent entire population in selected company.
- The study focused only a few key factors that influence employee engagement.
- The time period and financial support made to limit the scope of the study.

DATA ANALYSIS

The response scale for both employee engagement and commitment questions are based on a five-point scale, which ranged from '1' to '5'. Using these values, an average score was calculated for each engagement characteristic. If an engagement characteristic had more than one question, then scores on questions for

the characteristic are averaged together. The overall engagement scores for IVRCL Infrastructures and Projects Limited is calculated by using employee engagement scoring scale. Karl Pearson's correlation coefficient of correlation (r) assessed the relationship between employee engagement and commitment scores. A two-way analysis of variance (ANOVA) is used to determine the statistical difference in scores between the three types of engagement groups (junior, middle and top level). Statistical significance for ANOVA test is based on the 0.05 probability level of significance.

EMPLOYEE ENGAGEMENT BY POSITION

The analysis is done based on the responses of the sampled employees working in IVRCL. In order to find out the degree of employee engagement at IVRCL, 10 factors are considered for the study as shown in the table 1. The values shown in the table are mean scores of these factors on five-point scale. Number of respondents is 38, 34 and 05 in junior level, Middle level and Top level respectively. Weighted average of all key factors is 4.49 out of 5; hence the degree of employee engagement is very high at IVRCL Infrastructures & Projects Limited. Employees in the organization feel in their jobs and are proud of the organization and its values.

TABLE 1: EMPLOYEE ENGAGEMENT BY POSITION

Key factor	Junior Level	Middle Level	Top Level	Weighted Average
Control over job	4.03	4.88	4.8	4.57
Availability of tools and resources	3.97	4.82	4.8	4.53
Recognition for performance	4.00	4.71	4.6	4.44
Provision of fair rewards for work	3.82	4.53	4.2	4.18
Recognition for ideas and suggestions	3.63	4.71	4.6	4.31
Importance to the individual needs	3.89	4.59	4.2	4.23
Employee commitment for the next 3 years	4.11	4.71	5	4.60
Recommend the company to a friend	4.21	4.82	5	4.68
Image of the company in the industry	4.47	4.76	5	4.75
Image of the company in the community	4.26	4.44	5	4.57
Total	4.04	4.70	4.72	4.49

Source: Primary data

HYPOTHESIS TESTING

There is significant difference between the degree of employee engagement by position and gender at IVRCL.

TABLE 2: EMPLOYEE ENGAGEMENT BY POSITION AND GENDER

Job Position	Male	Female	Average
Junior Level	40.62	40.44	40.53
Middle Level	42.94	45	43.97
Top level	45.4	-	45.4
Total	42.98	42.72	42.85

Source: Primary data

By applying Analysis of Variance Two-Way Classification for the above table, the following values (shown in table 3) can be drawn.

TABLE 3: ANOVA TABLE

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Sum of Squares
Between Gender	918.072513	1	918.072513
Between Position	2512.58048	2	1256.29024
Residual	5478.70819	2	2739.3541
Total	8909.36118	5	-

Source: Primary data

For $u_1 = 1$, $u_2 = 2$ $F_{0.05}$ (Gender) = 0.34 and For $u_1 = 2$, $u_2 = 2$ $F_{0.05}$ (Position) = 0.46, the calculated values of F [$F_{0.05}$ (Gender) = 918.07 and $F_{0.05}$ (Position) = 1256.29] are more than the table values at 5% level of significance. The hypothesis is accepted. Hence, it is proved that there is significant difference in the degree of employee engagement by gender and position at IVRCL.

EMPLOYEE COMMITMENT

Commitment of employees are studied based on certain key factors such as proud to work, recommend the company and prepared to go extra mile. The values in the table 4 represent average rating of employee to the key factors. The weighted average of all key factors is 4.71* out of 5 and it indicates that employee commitment is very high towards long term career at IVRCL. Hence, it can be inferred that employees are more satisfied in terms of availability of resources, control over job, recognition for performance, provision of fair rewards, recognition for ideas and suggestions, organization's concern for personal needs, and working environment.

TABLE NO. 4: EMPLOYEE COMMITMENT

Key Factor	Junior Level	Middle Level	Top level
Proud to work here	3.82	4.69	5
Recommend the company	4.21	4.82	5
Prepared to go extra mile	4.14	4.61	5
Average	4.06	4.71	5

Source: Primary data

*Weighted Average = $(38 \times 4.06 + 34 \times 4.71 + 5 \times 5) / 77 = 4.71$

RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND COMMITMENT

If employee is highly engaged, then it leads to employee commitment. In this context it is assumed that the relationship between engagement and commitment is very high. The following table 4 represents average values of engagement and commitment at different job position. The Karl Pearson's correlation coefficient is calculated to this table. The calculation of coefficient is shown in the table 5. The correlation coefficient between engagement and commitment is 0.96. The relation is shown in the following graph figure 1. Junior level and Middle level employee are having perfect correlation between engagement and commitment.

Hypothesis: There is significant relationship between employee engagement and commitment.

TABLE NO. 5: CORRELATION BETWEEN EMPLOYEE ENGAGEMENT AND COMMITMENT

Job Position	Employee Engagement	Employee Commitment
Junior Level	4.04	4.06
Middle Level	4.70	4.71
Top Level	4.72	5

Source: primary data

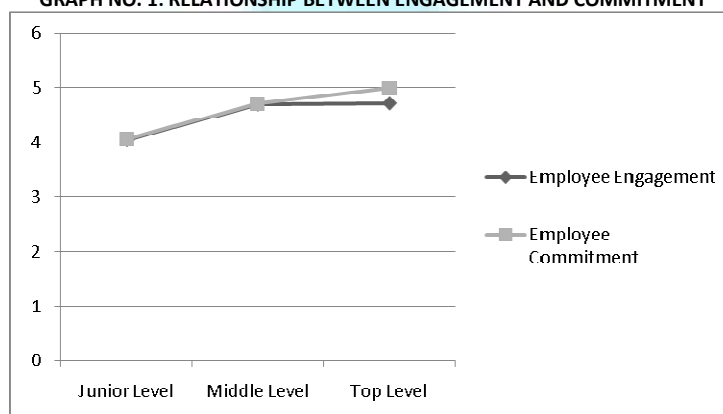
TABLE NO. 6: CALCULATION OF KARL PEARSON'S COEFFICIENT OF CORRELATION

Engagement (X)	Commitment (Y)	x	y	x ²	y ²	xy
4.04	4.06	-0.45	-0.53	0.2025	0.2809	0.2385
4.7	4.71	+0.21	+0.12	0.0441	0.0144	0.0252
4.72	4.72	+0.23	+0.41	0.0529	0.1681	0.0943
4.49	4.59	-0.01	0	0.2995	0.4634	0.358

Source: Primary data

By applying Karl Pearson's Coefficient of correlation, $r = 0.96$. Therefore, the correlation between engagement and commitment is high. So, the hypothesis is accepted. Hence, it is proved that there is significant relationship between employee engagement and commitment.

GRAPH NO. 1: RELATIONSHIP BETWEEN ENGAGEMENT AND COMMITMENT



FINDINGS

- Employees at all positions in the organization irrespective of gender feel engaged in their jobs and are proud of the organization and its values.
- In junior level male employees are more engaged than female; in middle level female employees are more engaged than male.
- The degree of the employee engagement by junior level is 81.06%, middle level 87.94% and by top level is 90.8%.
- Employee job satisfaction is very high at IVRCL.
- All top level employees are fully committed towards long term career at IVRCL.
- Approximately 87% of the employees are committed to long term career at IVRCL.
- IVRCL Infrastructures and Projects Limited employees' commitment is very high in terms of proud to work, recommends the company and prepared to go extra mile for organizational success.
- There is a strong positive correlation between employee engagement and commitment among top level employees than the middle and junior level.

CONCLUSION

Employees at all levels in the organization irrespective of gender feel engaged in their jobs and are proud of the organization and its values i.e., employee engagement is high at IVRCL. The correlation between employee engagement and commitment is very high ($r = 0.96$). Hence, there is a strong positive relationship between employee engagement and commitment.

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