

Employee Engagement: Guiding Principles for new Entrepreneur



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Abstract: *Employee engagement is the need for modern business; it goes beyond employee satisfaction. It is an emotional commitment by employees towards their company. It has a direct influence on efficiency, productivity, employee retention, and the company's profitability. Employee surveys are the most commonly used method to gather wide-ranging information from the employees about how satisfied and how engaged they are. Some of them also support in defining action plans to increase employee engagement results. However, it is a reactive measure to define and act on corrective actions, based employee satisfaction survey. In this research, I would like to study all secondary data available/accessible for different business domains in India and develop the guiding principles for new entrepreneurs. This will consist of tried, tested, and successful best practices from other companies of a similar domain.*

Keywords : Guidelines for new entrepreneurs

I. INTRODUCTION

Employee engagement is a widely accepted and evident phenomenon for private organizations in India and worldwide. Employee surveys are the most commonly used method to gather wide-ranging information from the employees about how satisfied and how engaged they are. There are many companies in India from the HR domain, focusing on organizational development, specialized in conducting employee engagement survey, and producing a report with statistical observations. Some of them also support in defining action plans to increase employee engagement results.

II. Method of Research

Following steps are followed for this research. Some of the information in this research is extrapolated for the sake of completeness. For the privacy reason, the names of the companies and institutions are not disclosed here.

A. Step 1: Search of the HR consulting companies conducting an employee survey in India

There are several companies in India who conducts employee surveys, to help organizations to evaluate the engagement

level of their employees. These surveys are done after a thorough study of the organization structure and consideration of known personnel sensitivities. For the multi-functional organization, most of the time, Stratified mixed Random sampling method is used to define the sample and collect the data through a survey questionnaire. I have approached these consulting companies to get access to their data for the academic research purpose without disclosing the names.

B. Step 2: Defining the population/scope of the research

I assumed there would be less than 5% of the companies from all domains in India, who are conducting employee surveys. As a sample, I would consider at least 25 companies or 10% of the companies from every segment or business domain. In this step, I listed all these companies and defined the scope. However, for this paper, I have used limited data that I could gather in the available timeframe.

C. Step 3: Collection of primary data

Apart from the secondary information collected from the HR consultants, I also collected primary information from all these companies to understand employee benefit programs present in their companies and their impact on employee relation.

D. Step 4: Defining the groups, development of the Database, designing the Questionnaire

For the ease of analysis, some standardization and grouping of the data are done as below.

a) Domains are grouped based on the business functions as below.

Business Domain
Information Technology
Financial Services
Insurance
Transportation
Hospitality
Manufacturing
Media
Telecommunication
Education and Training
Retail
Agriculture
Professional services
Healthcare

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b) Database table development, for sample data in the form of Employee grade, Gender, Age, Tenure, Education, Manager Location, Hometown.

Data Field	Constraints	Description
Business Domains	Values from List 1	Business domain to differentiate employee profiles
Engagement Pillars	Values from List 2	Category of engagements
Engagement parameters	Values from List 2	Sub-Category of engagements
Questions	Values from List 2	Pre-defined questions to seek employee feedback
Employee Grade	("Below Supervisory", "Supervisory", "Managerial")	Employee hierarchical level in the Organization
Gender	("Male", "Female")	Sex, to understand the trends for male and female employees
Age Group	("<25", "26-34", "36-44", "45-60")	Age group to understand maturity of the employees
Tenure	("0-2", ">2, <8", ">8")	Tenure in the organization
Education level	("Graduate", "Post-graduate", "Professional")	Qualification of the Employees
Manager Location	("India", "Outside of India")	Manager in site or abroad
State	("South India", "North India", "Maharashtra", "East-West India")	State in India employee belongs to
Hometown	("Metro", "Non-Metro")	If the employee coming from Metro or Non-Metro
Score in the scale of 1-10	Numeric values (1-10)	Score, 1 being lowest

c) Development of Questionnaire with Engagement Pillars and Engagement parameters and other parameters for the Questionnaire.

Engagement Pillars	Engagement parameters	Question	Score in the scale of 1-10 (1 being lowest)																	
			①	②	③	④	⑤	⑥	⑦	⑧	⑨	⑩								
Credibility	Communication with/by management	Management makes its expectations clear, Management is approachable, easy to talk with.	①																	
	Competence of management team	Management is competent at running the business; Management trusts people to do a good job without watching over shoulders.	①																	
	Integrity	Management's actions match its words, Management is honest and ethical in its business practices.	①																	
Respect	Support from management team	Management shows appreciation for good work and extra effort, Management recognizes honest mistakes as part of doing business.	①																	
	Caring by management	This is a physically safe place to work, This is a psychologically and emotionally healthy place to work, work life balance	①																	
Fairness	Equity remuneration	People here are paid fairly for the work they do, Everyone has an opportunity to get special recognition.	①																	
	Impartiality by leads	Promotions go to those who best deserve them, Managers avoid playing favourites.	①																	
	Justice by management	People here are treated fairly regardless of their age, sex, race or caste.	①																	
Pride	Personal Job	I feel I make a difference here.	①																	
	Team spirit	When I look at what we accomplish, I feel a sense of pride.	①																	
	Corporate Image	I want to work here for a long time, I feel good about the ways we contribute to the society.	①																	
Camaraderie	Fun at Work	People celebrate special events around here.	①																	
	Hospitality in general	This is a friendly place to work.	①																	
	Community feeling	There is a "family" or "team" feeling here, You can count on people to cooperate.	①																	

analysis is done between highlighted parameters in the table below.

E. Step 5: Standardization of secondary data and Compilation with Primary data.

F. Step 6: Analysis, drafting the report, and conclusion.

III. Findings from the Research

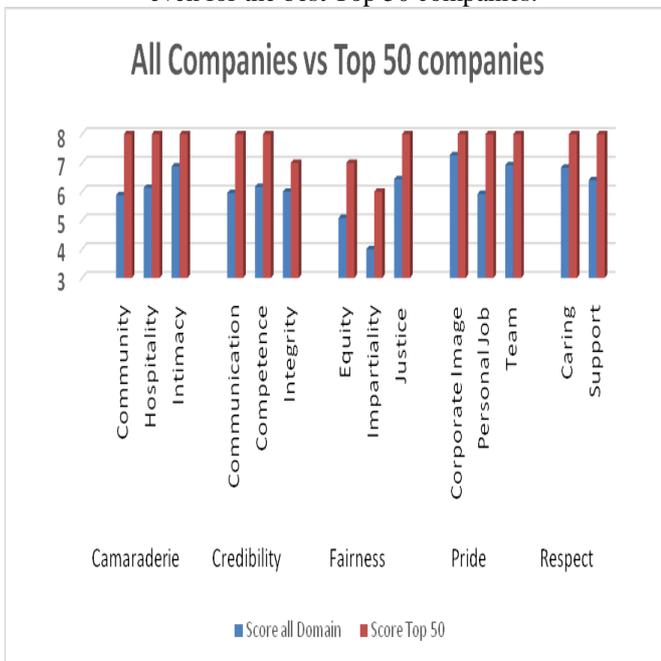
The statistical analysis can be done between and across the following parameters; however for simplicity for this paper

Employee Grade	Below Supervisory
	Supervisory
	Managerial
Gender	Female
	Male
Age	25 years or younger
	26 years to 34 years
	35 years to 44 years
	45 years to 60 years
Tenure	Upto 2 years
	More than 2 year upto 5 years
	More than 10 years
Education	Graduate (or Equivalent)
	Post Graduate
	Professional
Manager Location	Outside of India
	India
State belong to	South India
	North India
	Maharashtra
	East/West India
Hometown	Metro
	Non - Metro
Business Domain	Financial Services
	Professional Services
	Information Technology
	Manufacturing
	All

G. Chart 1: Comparison between All business Domain and Top 50 companies

Findings from the chart below

- 1) The engagement score difference across the Industry varies a lot.
- 2) There is a lot of scopes for HR professionals to work across Industries, to work on betterment of the Industries.
- 3) Although it looks like “Fairness” is the issue even for the best Top 50 companies.



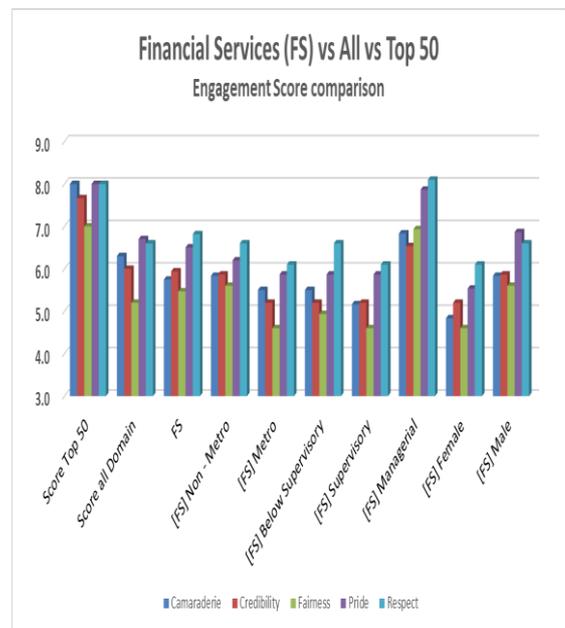
H. Chart 2: Comparison of Financial Services vs. All business Domain vs. Top 50 companies

Findings for the business domain ‘Financial Services’ are as below:

- 1) Overall managerial staff is more engaged than other employees; this could be because they get

better visibility and broader view compare to other employees.

- 2) Male Employees carry more pride and respect from the company then Female employees, on the Fairness aspect, female employees score lowest as in they feel companies are not fair with them.
- 3) There is no substantial difference in Supervisory and ‘below supervisory’ staff compare to managerial staff; both are less engaged than the managers.
- 4) Employees coming from non-metro areas feel more engaged than the employees coming from Metro cities; this may be because employees from non-metro areas carry lower expectations from the company, hence satisfied in comparison with Metro employees.

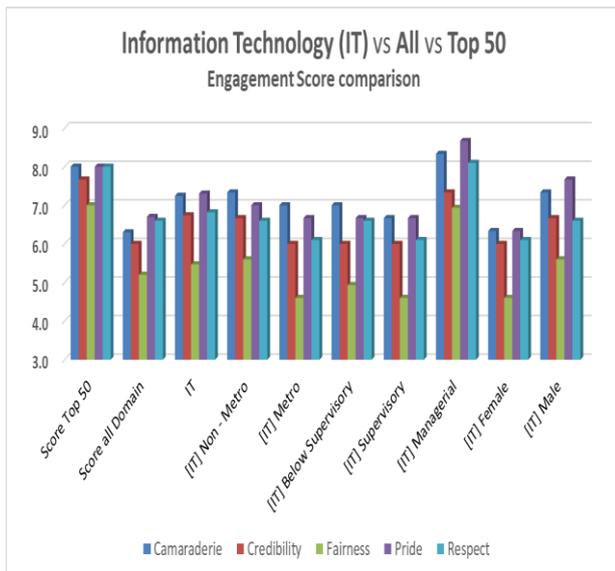


I. Chart 3: Comparison of Information Technology vs. All Domain vs. Top 50 companies

Findings for the business domain ‘Information Technology’ are as below:

- 1) An overall score of IT domain is better in all parameters to compare to the average of all Industries.
- 2) Male Employees are more engaged than female counterparts
- 3) There is no substantial difference in Supervisory and ‘below supervisory’ staff compare to managerial staff; both are less engaged than the managers.
- 4) Managerial staff is highly engaged on all parameters for the IT domain, especially on Camaraderie/Culture and Pride aspect.
- 5) Employees coming from non-metro areas feel more engaged than the employees coming from Metro cities;
- 6) Fairness is scored lowest by all employees.

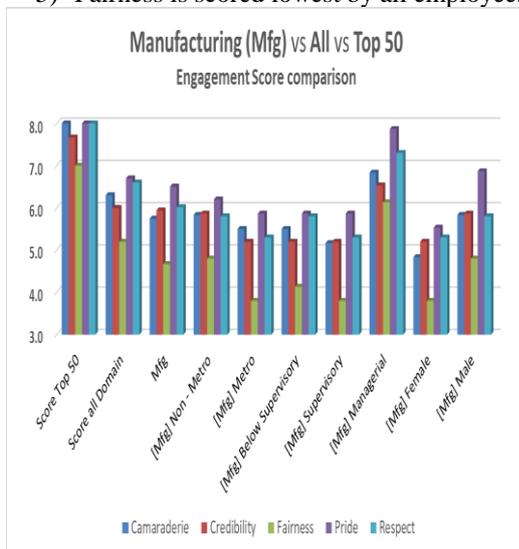
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J. Chart 4: Comparison Manufacturing vs. All Domain vs. Top 50 companies

Findings for the business domain ‘Manufacturing’ are as below:

- 1) An overall score of Manufacturing is lowest in all parameters among all domains.
- 2) Male Employees are more engaged than female counterparts
- 3) Managers are highly engaged in comparing to all other employees.
- 4) Employees coming from non-metro areas feel more engaged than the employees coming from Metro cities;
- 5) Fairness is scored lowest by all employees.

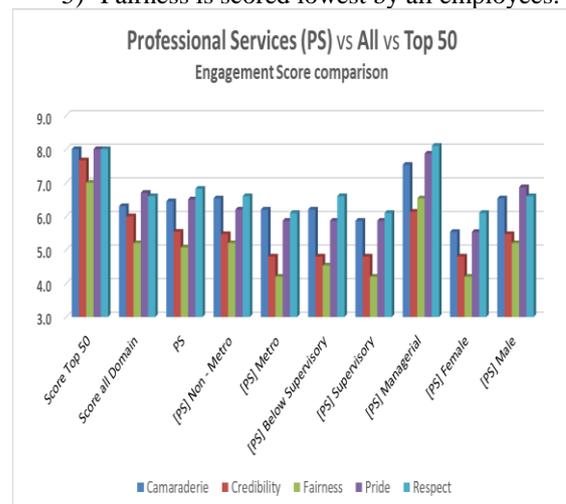


K. Chart 5: Comparison of Professional Services vs. All Domain vs. Top 50 companies

Findings for the business domain ‘Professional Services’ are as below:

- 1) An overall score of ‘Professional Services’ is better than the Manufacturing domain.
- 2) Male Employees are more engaged than female counterparts
- 3) Managers are highly engaged in comparing to all other employees.

- 4) Employees coming from non-metro areas feel more engaged than the employees coming from Metro cities;
- 5) Fairness is scored lowest by all employees.



L. Table6: Table below shows different employee benefits offered by the employer from all business domains and how they are applied differently. An attempt is also made to map it with the Maslow’s need theory

Maslow's Hierarchy of Needs model	Linked benefits	Financial Services	Professional Services	Information Technology	Manufacturing	
Physiological Needs	Air, water, food, shelter, sleep clothing	Competitive Salary	Yes	No	Yes	No
		Bonus Offering	Yes	No	Yes	No
		Work-life balance	Yes	Yes	No	May be
		Flexit timing	No	Yes	Yes	No
		Maternity Support	Yes	Yes	Yes	Yes
Safety Needs	Personal security, employment, resources, health, property	Safety at Workplace	Yes	Yes	Yes	May be
		Employee Policies	No	Yes	Yes	No
		Job Stability	Yes	No	No	Yes
		Health Insurance	Yes	Yes	Yes	No
		Appraisal system	Yes	Yes	Yes	No
Love and Belonging	Friendship, intimacy, family, sense of connection	Open Work Culture	No	Yes	Yes	No
		Engagement programs	No	No	Yes	No
Esteem	respect, status, recognition, strength, freedom	Training opportunities	No	Yes	Yes	No
		Transparent promotion policy	Yes	No	Yes	Yes
		Growth Opportunity	Yes	No	Yes	Yes
Self Actualization	desire to become the most that one can be	Horizontal Job options	No	No	Yes	No
		Opportunity to work from abroad	Yes	Yes	Yes	No

a)

IV. CONCLUSIONS

- 1) The engagement score difference across the Industry varies a lot.
- 2) There is a lot of scope for HR professionals to work across Industries, to work on betterment of the Industries.
- 3) Although it looks like “Fairness” is the issue even for the best Top 50 companies
- 5) Overall managerial staff is more engaged than other employees; this could be because they get better visibility and broader view compare to other employees.
- 6) Male Employees carry more pride and respect from the company than Female employees, on the Fairness aspect, female employees score lowest as in they feel companies are not fair with them.

- 7) There is no substantial difference in Supervisory and 'below supervisory' staff compare to managerial staff; both are less engaged than the managers.
- 8) Employees coming from non-metro areas feel more engaged than the employees coming from Metro cities; this may be because employees from non-metro areas carry lower expectations from the company, hence satisfied in comparison with Metro employees.
- 9) An overall score of IT domain is better in all parameters to compare to the average of all Industries.
- 10) An overall score of Manufacturing is lowest in all parameters among all domains.
- 11) Overall score of 'Professional Services' is better than Manufacturing domain.
- 12) Fairness is scored lowest by all employees.
- 13) *Detail analysis for all parameters is Pending*
- 14) *Analysis with respect to Maslow's need theory pending.*

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