

“A Study on Employee Engagement in Selected Service Sector of India: Role of Demographic Variables”

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ABSTRACT: For any organization their employees can be the biggest advantage or danger. It depends on the organization how it delighted them. That is why employees are considered the most valuable asset of the organization on the basis of which an organization can maximize their wealth and effectiveness and it will be possible only when an organization focuses on the betterment of their employee. The main purpose of this research to study the role of some demographic variable such as age, family structure, marital status, etc. on employee engagement and what is the engagement level among the women managers of the selected service sector. This study was done on the women managers of the selected service sector (Education, Health, Information Technology, Banking, and Insurance) with a sample size of 377 respondents by using structured questionnaire. Analysis was done by using Frequency Distribution and Percentage Analysis, ONE WAY ANOVA, etc. The analysis is done on SPSS software. There are numbers of demographic variables are available but for this research on personal demographic variables were taken and this is the originality and beauty of the research paper.

KEYWORDS: Engagement level, Demographic Variable, Service Sector, Women managers

INTRODUCTION

Employee Engagement is a recent trend now days because it is directly connected to organizational effectiveness. Actually Employee engagement is defining in many different ways. The engaged employee always works for the betterment and benefit of the organization. It is the positive attitude of the employees. The engaged employee are fully involved in, and always excited about their job responsibility. An engaged employee always try to create a more positive and happy ambience for organization. An engaged employee emotionally connected with their organization because it is considering that it is the second home (office) of an employee.

In fact, some organization working behind the concept that they are treating their employees as an internal customer and trying to give more benefits to their internal customers. If they will satisfy, they will take their business high beyond their imagination. If an employee finds an emotional attachment with their job which result in higher productivity, low absenteeism rate, low attrition rate, high profit maximization. For the HR peoples employee engagement can be both the opportunity and challenge.

A highly engaged employee can create the good working environment and always ready to support their employees and can become the role model or star employee of the organization. Whereas on the other side it will be tough to manage disengaged employees and these disengaged employees can create the negative atmosphere and slow down the moral of the other employees. And that is by most of the organization is taking employee engagement as a challenge and doing lots of research for engaging their employee. Now a day's families are becoming big support for the women managers and encouraging them for exploring the new world.

LITERATURE REVIEW

Kahn (1990) is the first scholar who enlightened the employee engagement at work. He has defined employee engagement is the harnessing of organizational members selves to their work roles. In engagement people express and employ themselves physically, cognitively and emotionally during role performance. There are many grounds for arguing that engagement can be associated with, but distinct from other construct. Engagement is most closely related with existing construction of job involvement Brown (1996) and Flow Csikszentmihalyi, (1990). Again according to Maslach et al, there are six areas of work life lead to either burnout or engagement: workload, control, rewards and recognition, community and social support, perceived fairness and values. Mone and London (2010) suggested in his studies that implementing employee engagement will lead to higher level of performance. They argued that performance would increase by targeting on employee engagement as expected outcome and basic determination of job performance. The aim of this study was that to check the impact on variable engagement along with its antecedents makes on the variable performance of the employee. Wentling, R.M.(2003) explained that the multiple roles of a women can cause the conflict and tension because of their social role which is still more dominating. He conducted their study on Delhi based working women in which he showed that traditional Hindu social structure of dictatorship which hampers women's growth. Women suffer more role conflict problems, change in attitude of family members but finally they handle the problems effectively and overcome their problem.

According to Gallup research report it was proved that marital status was also connected with engagement level married women managers were found to be more engaged rather than unmarried women managers these findings prove that because of family responsibility a married woman manager is more engaged. Swaminathan and Ananth (2013) found the significant relationship in employee's income and experience with the employee engagement. Robinson et al. (2004) found a connection between age and employee engagement. They found that engagement level is different according to different age. He noted that as the employee grew older the engagement level become low whereas when the employee become oldest, 60 and above the engagement level reach on highest. Thus, finally, it is confirmed from the literature review that demographic variables also affect the employee engagement level.

Schaufeli and Bakker (2004) explained in their research that engagement comes directly from the heart and mind of an individual actually it is constructive, and optimistic feeling which deals in dedication, absorption and vigor. Vigor is deals with emotional resilience and high intensity during their working. Dedication denotes the sense of joy, commitment, pride, stimulation and challenge whereas the third one is absorption which means how much an employee get indulged himself in their work. In (2007) his research the one more scholar finds a relationship between the talent management and employee engagement. The research found that a high level of employee engagement lead to high employee retention only for limited time period in ITES companies.

Objectives of the Study

- 1 To study the employee engagement among the women managers of various service sectors.
- 2 To study the association between the personal demographic variables and employee engagement.

Hypothesis of the Study

These are the examined hypothesis in the study.

H1 = There is no significant difference in engagement level of the employee based on age.

H1a = There is significant difference in engagement level of the employee based on age.

H2= There is no significant difference in engagement level of the employee based on marital status.

H2a= There is significant difference in engagement level of the employee based on marital status.

H3= There is no significant difference in engagement level of the employee based on family structure.

H3a= There is significant difference in engagement level of the employee based on family structure.

RESEARCH METHODOLOGY**SAMPLE**

The sample consisted of 377 female respondents from the selected service sector (Education, Health, Information Technology, Banking, and Insurance) which included both private and public sector organization. The rationale behind selecting a selected service sectors including only female employee was to minimize the gender effect because some studies reported that there was no difference in the engagement level of a male and women managers. Some studies suggested that women managers are more engaged than male employees and some studies suggested that male employees are more engaged than women managers. The primary data was collected by using standard scale while secondary data was collected through published journal, e journals, thesis, magazines website and different reports. In present scenario women are multi talented and they are exploring their talent in different kind of service sector, where the role of a woman increasing day by day. Women are turning herself bread maker to bread earner and leaving no stone unturned for their existence in the market. It is considering that these are the safest field for the women managers.

MEASURES

The present study is exploratory cum descriptive in nature based on primary and secondary data. For the collection of data, an established questionnaire is used. The questionnaire is divided in to two Parts A & B. Part A included 15 question related to the demographic variable like –age, marital status, education, designation, work experience, management level, number of children, number of family members, type of family structure, etc. Part B – It include the measurement of employee engagement. For which a standard scale Utrecht work engagement scale (UWES) developed by Schaufeli and Bakker (2003) is used. This scale has 3 sub scales; Absorption, Vigor, & Dedication. It has 17 items using seven point likert Scale (.924) ranging from 1 to 7 (1-Never, 2-AlmostNever, 3-Rarely, 4-Sometimes, 5-Often, 6-VeryOften, 7 -Always).

STATISTICAL ANALYSIS

To study the objective of the research and diverse hypothesis, descriptive statistics and ONE WAY ANOVA were used by using SPSS software.

Table-1 Demographic Profile of Respondents

Particulars	Categories	Frequency	Percent
Age	20-29	228	60.5

	30-39	114	30.2
	40-49	26	6.9
	More than 50	9	2.4
Marital Status	Unmarried	183	48.5
	Married	187	49.6
	Separated	7	1.9
Educational Qualification	Graduate	162	43
	Post graduate	180	47.7
	Others	35	9.3
	Joint	113	30

H1 = There is no significant difference in engagement level of the employee based on age.

H1a = There is significant difference in engagement level of the employee based on age.

Table-2
Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20-29	228	90.5395	13.62892	.90260	88.7609	92.3180	33.00	119.00
30-39	114	89.9912	14.72611	1.37923	87.2587	92.7237	51.00	119.00
40-49	26	95.5769	12.73475	2.49749	90.4332	100.7206	60.00	112.00
more than 50	9	105.2222	6.47645	2.15882	100.2440	110.2005	91.00	113.00
Total	377	91.0716	13.98965	.72050	89.6549	92.4883	33.00	119.00

Table-3 Anova

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2527.529	3	842.510	4.422	.005

Within Groups	71059.538	373	190.508		
Total	73587.066	376			

INTERPRETATION: As the significance value is $.005 < .05$ null hypothesis is rejected. This shows that the null hypothesis is rejected and alternate hypothesis is accepted which indicate that the there is significant difference in employee engagement level based on age. The mean value of age group of more than 50 years is very high which shows that the women managers of this age group are more satisfied with the engagement policy of the company or might be possible they may be adjusting themselves as it is tough to find a better opportunity in this age. That is why it is need of the companies while formulating or revising the engagement policy consider the age of the female employees.

H2= There is no significant difference in engagement level of the employee based on marital status.

H2a= There is significant difference in engagement level of the employee based on marital status.

Table-4 Descriptives

Marital Status	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
unmarried	183	90.9399	13.69494	1.01236	88.9424	92.9374	38.00	119.00
married	187	91.1337	14.49725	1.06014	89.0422	93.2251	33.00	119.00
separated	7	92.8571	7.47058	2.82361	85.9480	99.7663	84.00	106.00
Total	377	91.0716	13.98965	.72050	89.6549	92.4883	33.00	119.00

Table-5 ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Employee Engagement	Between Groups	26.213	2	13.106	.067	.936
	Within Groups	73560.854	374	196.687		
	Total	73587.066	376			

INTERPRETATION: As the significance value $.936 > .05$ null hypothesis is accepted. This shows that alternate hypothesis is rejected and there is no significant difference in employee engagement level based on marital status. It indicates that marital status is not a boundation for women mangers to excel their caliber.

H3= There is no significant difference in engagement level of the employee based on family structure.

H3a= There is significant difference in engagement level of the employee based on family structure.

Table-6 Descriptives

Family structure	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
single	72	88.6667	15.41355	1.81650	85.0447	92.2887	38.00	117.00
nuclear	192	89.9740	13.98782	1.00948	87.9828	91.9651	33.00	119.00
joint	113	94.4690	12.46285	1.17241	92.1461	96.7920	64.00	119.00
Total	377	91.0716	13.98965	.72050	89.6549	92.4883	33.00	119.00

Table-7 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1952.055	2	976.027	5.096	.007
Within Groups	71635.011	374	191.537		
Total	73587.066	376			

INTERPRETATION: As the significance value of $.007 > .05$ null hypothesis is rejected. This shows that alternate hypothesis is accepted and there is significant difference in employee engagement level based on family structure. In India still some families are demoralizing the working women. If they are separated and having kids then it will be tough for them to leave their kids at home alone or in a day care center, or if they are single then they have to face the man dominating society and if they live in joint family then it can create many conflicts between the family members regarding the household responsibilities.

Conclusion and Limitation

Every research has some limitation, like any other research.

In this research only three demographic variables (age, family structure, and marital status) have been taken whereas there are some more demographic variables are remained for future research. Apart from this the research only confined to women managers so further research can be the gender base also. Service sector is very vast, and the number of service sector is available for future research as in this research only selected service sector namely, Health, IT, Banking and Insurance, Education have been taken.

Engagement building is a continuous process. For better engagement practice it is important to pay good benefits, remuneration, healthy, friendly and stress free environment. The study found there is significant difference in engagement level based on age, and family structure and also found no

significant difference based on marital status. It is also explained that age has a great impact on engagement level of the employee as the employee grew older her engagement level has increased and at very young age they also show high engagement level. Similarly, family structure of the employee also plays an important role in their engagement level. Apart from this marital status has not show any significant difference it means both are equally engaged. As well as all the selected service sectors has not significantly different, and they all are showing the same engagement level. The intention behind this study was to support different service sector to revise and formulate for the better hr predicates and enhance their engagement level .Company need to focus to find the better and new ways to retain and hold their employees because women managers has very good potential and they are multitasking and multi talented. Organizations that do not make efforts in retaining their women managers have already lost some of their business or certainly go down in the coming years. Their one decision to quit the job can leave a bad impact on the business of the organization.

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