

Study of Factors influencing employee's Job engagement and organizational engagement.

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Abstract

The study try to study the factors which are contributing employee's Job engagement and organizational engagement. The present study explains the 41 % of the variance in job engagement and 11% variance of organizational engagement. Job characteristic is the main factor in influence the employee's engagement.

Keyword

Job characteristic, Organizational engagement, Job engagement, Perceived supervisor support, leadership

Introduction

The concept of employee engagement got the interest of researchers and academicians in last three decades. Gallup (2005) suggests a higher number of engaging employees supports an organization and work more talented while disengaged employees will increase cost an organization in many ways as such low productivity, higher absenteeism and training cost. There are increasing research in this field suggest that continues suggest that engagement is

needed for high-level organizational performance and productivity (Schaufeli & Bakker, 2004; Xanthopoulou, Bakker, Demerouti & Schaufeli., 2007; Bakker, Hakanen, Demerouti, & Xanthopoulou., 2007). Employee engagement role in origination performance has been reported by many researchers: Halbesleben (2010) meta-analysis results suggest that an engagement was related to higher commitment, high performance, and lower turnover intentions. In the more specific engagement is positively related to productivity (Rich, Lepine & Crawford., 2010); organizational commitment (Chalofsky & Krishna, 2009), and organizational citizenship behaviors (Moliner, Martinez-Tur, Ramos, Perio, & Cropanzano, 2008); negatively influence on employee turnover intentions (Schaufeli, Bakker, & Van Rhenen, 2009)

Employee Engagement growth and concept

Kahn (1990) was the first researcher to posit that engagement means the psychological presence of an employee when executing his organizational task. 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” (P. 694).

Harter, Schmidt and Hayes. (2002) further defined employee engagement as “the individual’s involvement and satisfaction as well as enthusiasm for work”. Employee engagement is therefore the level of commitment and involvement an employee has towards his or her organization and its values (p.212).

Most often employee engagement has been viewed as an emotional and intellectual commitment to the organization (Sivapragasam & Raya 2004; Richman, et. 2010) and it can Work engagement refers to a psychological attachment to the performance of work tasks rather than an attitude toward features of the organization or the job (Maslach, Schaufeli, & Leiter, 2001). Indeed, Rich et al., (2010) said work engagement concerns of self-investment of personal resources in work. Which may include a physical, emotional, and cognitive energies that person brings to their work role. For organisation engagement Robinson, Perryman, Hayday (2004, p. 9) give a definition of engagement as, “A positive attitude held by the

employee towards the organisation 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. Employee engagement is a relatively new concept (Macey & Schneider, 2008) and the factors that produce engagement may be different from those that produce more traditional employee outcomes such as job satisfaction and organizational commitment (Macey et al., 2009). Macey and Schneider (2008) suggest to study the relationships among potential antecedents and consequences of engagement of the workers, and they further said antecedents of engagement has not been documented fully and much more need to be studied.

Theoretical background of the study

Job characteristics.

Kahn (1990); Macey and Schneider (2008) suggests, some aspects of work being encourages people to self-invest their personal energy in their jobs. Baker et al. (2007) said that if employees believes he have the resources to do job tasks and he more likely ready to invest energy and personal resources in their work role. May, Gilson and Harter (2004) research suggest that job enrichment has positively related with meaningfulness and meaningfulness have mediates the relationship between job enrichment and engagement. Job resources are positively associated with engagement is also reported (Crawford, LePine & Rich, 2010). Crawford et al., (2010) said that job demands have no influence on employee engagement. Sacks (2006) study gives mixed results regarding Job characteristics influence on job engagement and organizational engagement, and he found job characteristics have a significant influence on job engagement and not having an influence on organizational engagement.

H1 Job characteristic positively significantly influence on job engagement

H2 Job characteristic positively significantly influence on organizational engagement.

Leadership

Macey and Schneider (2008) suggest that if the leaders have clear outlooks and fair expectations and appreciated good performance, then their role will have positive effects on

employee engagement. Leadership is an important element in the workplace and his work can influence how individual workers believes in positive. Further about employee's psychological safety, supportive supervisor relations was positively related to psychological safety and it affects employee engagement (May et al., 2004). Lyons and Schneider (2009) said that transformational leadership encourages engagement by increasing employees' opinions of social support. Baker (2004) also supports Lyons and Schneider, said that a measure of job resources that including support from colleagues predicted employees' engagement. Wallace and Trinka, (2009) said that engagement occurs certainly if the Leaders works are inspiring. Sacks (2006) found that PSS haven't significant influence on both job engagements as well as organization engagement.

H3). Leadership positively significantly influences on job engagement

H4). leadership positively significantly influences on organizational engagement

H5). Perceived supervisor support (PSS) positively significantly influences on job engagement

H6)/ Perceived supervisor support (PSS) positively significantly influence on organization engagement.

Reward

Kahn (1990) suggests that worker vary in their engagement as a function of their perceptions of the benefits they receive from the organization. Compensation or remuneration is an indispensable from the attitude of the employee. Malinen, Wright and Cammock (2013) reports that recognition and rewards are significant antecedents of employee engagement. Contrast reported by sacks (2006), he reports that rewards and recognition are not having significant influence on job engagement and organization engagement.

H7 rewards positively significantly influence on job engagement

H8 rewards positively significantly influence on organizational engagement

Organization policy

Richman et al. (2008) suggest that an organization's flexible work-life policies have a notable positive impact on employee engagement. Woodruff (2006); Wahyu Arianthey

(2013) has emphasized the importance of organizational policies and procedures and its supportive role in work arrangements. They also said that flexible arrangements are more likely to have engaged employees. Sacks (2006), the study also suggest that organizational support positively related to both job engagement and organization engagement.

H9 organizational positively significantly influence on job engagement

H10 organizational positively significantly influence on organizational engagement

A. Questionnaire construction

Questionnaire consists of two parts, the first part contains questions which are related to the personal profile of the employees and second part consist of questions related to hypothesized variables. First part consists of 12 questions related age, gender, experience, and other personal details and the second part consists of 37 items and most of them were adopted from various authors in the HRM field.

B. Sample size

The primary data were collected from 275 responses in Trichy district (BHEL employees) but only 235 was used in research, the rest of them was defective. The information was gathered through schedule questionnaire method.

C. Structural Equation Model (SEM) and Measured Structural equation Model (MSEM)

The present study also uses SEM and MSEM. Before executing MSEM, explorative factor analysis and confirmatory factor analysis have executed, in the intention to confirm loading in particular variables. In a Confirmatory Factor Analysis (SPSS version 23) was used to test convergent and discriminant validities in direction to check which extent measures of a latent variable shared their variance one another and how they are different from one another.

D. Convergent and discriminant validities

AVE and Cronbach Alpha: According to Fornell (1981) AVE measures the level of variance captured by a construct versus the level due to measurement error, values above 0.7 is considered very good reliability, whereas, the level of 0.5 is acceptable. All the latent variables in this study scored greater than 0.55 which is good for analysis. Cronbach and

Warrington (1951) created Alpha value for testing the internal consistency of data set. Eckstein (2013) suggests 0.70 levels for accepting internal consistency results in SPSS. In the present study SPSS results shows, all the variables have more than the acceptable range (0.720 -0.907) Master validity has created to test convergent and discriminant validities with use of James Gaskin Plugin (2016) (see Table.1)

Table: 1 MASTER VALIDITY TABLE

	CR	AVE	MSV	MaxR(H)	JC	LS	RW	PO	EW		
JC	0.955	0.811	0.229	0.977	0.901						
LS	0.935	0.741	0.229	0.939	0.479***	0.861					
RW	0.948	0.821	0.006	0.995	-0.052	0.018	0.906				
PO	0.890	0.619	0.039	0.895	-0.198**	-0.123†	- 0.031	0.787			
EW	0.854	0.554	0.163	0.943	0.403***	0.229***	- 0.008	- 0.137*	0.744		
EO	0.909	0.715	0.060	0.928	0.246***	0.068	- 0.076	-0.087	0.234***	0.846	
V	0.791	0.558	0.151	0.791	0.389***	0.093	- 0.030	0.019	0.307***	0.099	0.747

Source - AMOS Plugin. Gaskination's Stat Wiki. Significance of Correlations: † p < 0.100

* p < 0.050 ** p < 0.010 *** p < 0.001

Model fit measures Table 2

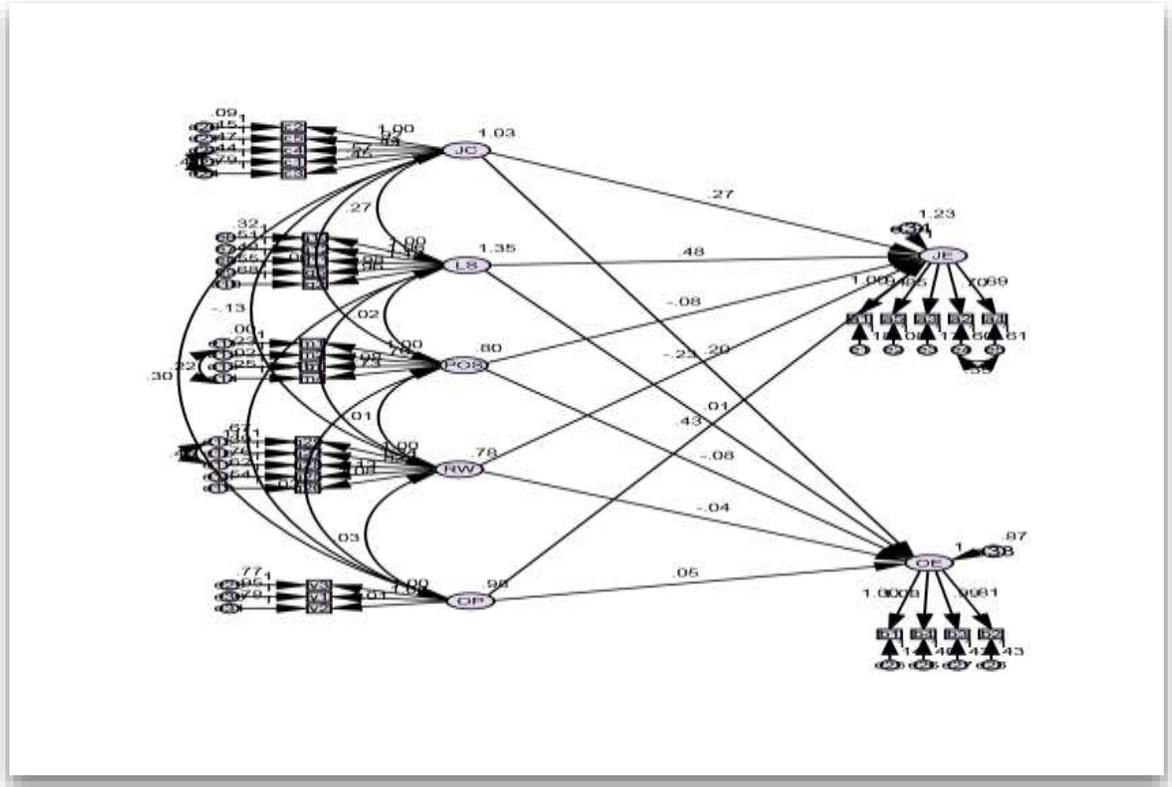
Measure	Estimate	Threshold	Interpretation
CMIN	681.901	--	--
DF	410	--	--
CMIN/DF	1.663	Between 1 and 3	Excellent
CFI	0.964	>0.95	Excellent
SRMR	0.055	<0.08	Excellent
RMSEA	0.051	<0.06	Excellent
PClose	0.397	>0.05	Excellent

Cutoff criteria Table 3

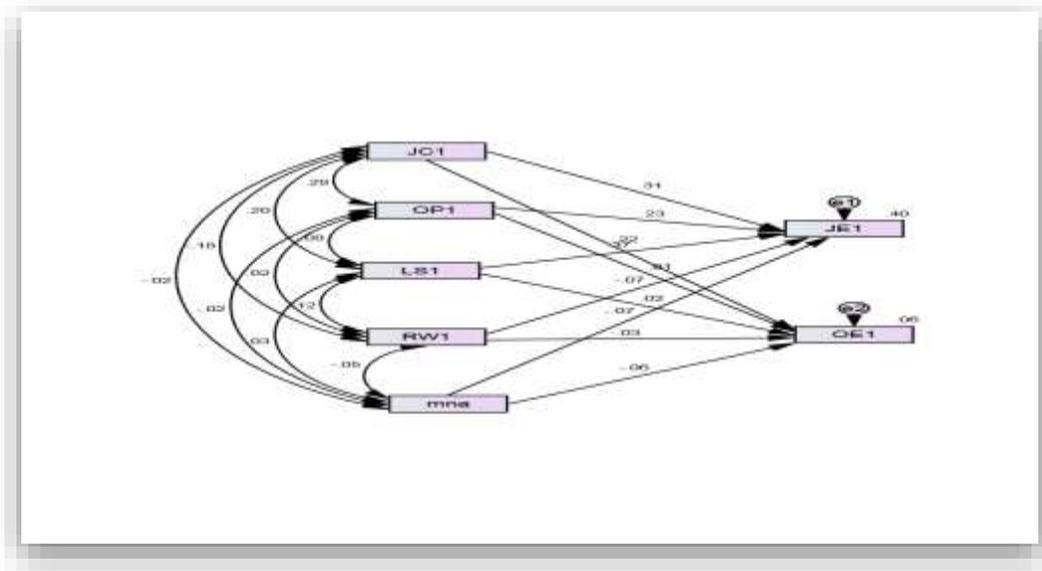
Measure	Terrible	Acceptable	Excellent
CMIN/DF	> 5	> 3	> 1
CFI	<0.90	<0.95	>0.95
SRMR	>0.10	>0.08	<0.08
RMSEA	>0.08	>0.06	<0.06
PClose	<0.01	<0.05	>0.05

Hu and Bentler (1999) suggest five important criteria for MSEM and the present considered their suggestion in model fitness and five criteria were presented in above table.

Measured structural equation model (figure 1)



Structural Equation Model (SEM) (figure 2)



Hypotheses Results

Regression weights

			Estimate	S.E.	C.R.	P	Results
Organizational engagement	<---	LS	.013	.056	.235	.814	NS
Organizational engagement	<---	PSS	-.077	.068	-1.121	.262	NS
Organizational engagement	<---	RW	-.042	.075	-.553	.581	NS
Organizational engagement	<---	OP	.049	.074	.660	.509	NS
Job engagement	<---	JC	.270	.082	3.305	***	S
Organization engagement	<---	JC	.198	.068	2.911	.004	S
Job engagement	<---	LS	.477	.069	6.912	***	S
Job engagement	<---	PSS	-.079	.082	-.965	.334	NS
Job engagement	<---	RW	-.228	.091	-2.496	.013	S
Job engagement	<---	OP	.434	.093	4.681	***	NS

(LS – Leaderships style, PSS- Perceived supervisor support, RW- Reward, OP- organizational support; JC- job characters).

Moderating effect

			male		female		z- score
			Estimate	P	Estimate	P	
JE1	<---	JC1	0.554	0.000	0.347	0.003	-1.281
JE1	<---	OP1	0.209	0.003	0.333	0.000	1.149
JE1	<---	LS1	0.387	0.000	0.333	0.000	-0.563
JE1	<---	RW1	-0.077	0.357	-0.128	0.118	-0.435
JE1	<---	mna	-0.147	0.138	-0.121	0.255	0.180
OE1	<---	JC1	0.448	0.000	0.023	0.861	2.52**
OE1	<---	OP1	0.020	0.759	-0.001	0.995	-0.178
OE1	<---	LS1	0.002	0.976	0.043	0.575	0.412
OE1	<---	RW1	0.032	0.676	-0.127	0.177	-1.311
OE1	<---	mna	-0.135	0.138	0.080	0.510	1.415

Notes: *** p-value < 0.01; ** p-value < 0.05; * p-value < 0.10

(LS – Leaderships style, PSS- Perceived supervisor support, RW- Reward, OP- organizational support; JC- job characters).

Results and interpretation

H1 and H2 are accepted, these results suggest that Job characteristic positively significantly influence the job engagement and organizational engagement of the employees. The present study supports the results of Crawford et al. (2010). Sacks (2006) said that job characters have significant influence on job engagement, but not have significant influence on organizational engagement; but the present study suggests that Job characteristic has significant influence on both of them, whether organizational engagement and job engagement. The moderating effect suggests that of male employees JC has a higher influence on organizational engagement compared to the female employees (Z score -2.52**) and this has been only part where male and female employees have significant difference.

H3 is not supported and H4 is supported, it shows that leadership positively significantly organizational engagement but not on job engagement. Macey and Schneider (2008) suggest that leadership has significant contribution on employee engagement; the present study suggests that leadership has significant influence only on organization engagement but not job engagement. H5 and H6 were rejected and it suggests that Perceived supervisor support (PSS) didn't influence on both job engagement and organizational engagement. This results contrast to the Sacks (2006).

H7 is accepted and H8 rejected. This result, rewards system of organization has significantly influenced on job engagement and not influence the organizational engagement. The employees being influenced by the reward system of the organization and it is reflected only on job engagement and failed to create the organizational engagement. H9 and H10 were rejected and the present study suggests that organization policy (OP) didn't influence on job engagement and organization engagement of employees. This result suggests that the OP has no role employee's engagement and this result also against the findings of Sacks (2006).

Conclusion

The present study explains the 41 % of the variance in job engagement and 11% variance of organizational engagement. So we can assume that the hypothesized variables

explained considerable level of variation in job engagement and not much explained organization engagement. The present study suggests that different variables needed for analysis for job engagement and organization engagement.

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