

## A PERCEPTUAL STUDY ON EMPLOYEE ENGAGEMENT IN NON-PROFIT ORGANIZATION OF GUJARAT

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### ABSTRACT

Recent globalization wave in the Indian economy has led to significant transformation in organizations. Organizations irrespective of their sizes and types have investing sustainably in human capital practices to develop, maintain engagement in their human resources. The main objective is to understand the impact of drivers of employee engagement. Non Profit organizations are not behind in maintaining engagement of human capital with them. Employee engagement has been viewed as employees' emotional and intellectual commitment towards organisation (Baumruk 2004, Richman 2006 and Shaw 2005). Kahn (1990) explained employee engagement as the multi-faceted construct, a psychological state. Present study conducted in a Non-Profit Organization 'Endurance' (Fictitious Name to maintain the anonymity of the organization). The data obtained has been analysed using statistical methods using SPSS software. The statistical Cross tabulations and Chi Square to age and work experience, along with One Way MANOVA with Gender as independent variable a statistically significant difference in drivers of employee engagements based on a respondents Gender (Male and Female),  $F(9, 248) = 3.91, p < .05$ ; Wilk's  $\Lambda = 0.876$ . A significant effect was reported amongst the activities of employee engagement, Supervisor and Senior Management, and Endurance organization.

**Keywords:** Employee Engagement, One way MANOVA, India, Non-Profit Organization

### INTRODUCTION

Globalization wave in the Indian economy initiated in 1991 presently manifested in a significant transformation in organizations. Whether it is profit driven or non-profit driven organization employees have become one of the major concern for the management. In olden days it was a thumb rule and proverb that only Information Technology and Information Technology Enabled services organizations focus on employees, rest sectors considered an ignored apathetic attitude towards their employees. As market competition is increasing to new heights and levels, the demand for skilled human resources have become scarce and turned up into a premium resource for the organization. Man power is the only dynamic, volatile resource available with the organization which may be a significant advantage or disadvantage. Over the passage of time, two sets of employees pragmatically found in any organization, the engaged committed, and the other who are disengaged and not committed. The first sets of employees have higher productivity and low turnover which becomes a source of competitive advantage, while the other becomes a burden with low productivity and high cost to the organization.

Organizations after distinct identification exerts all measure to minimize the dead wood, i.e. disengaged and not committed employees, irrespective of the size and type. Organizations are investing sustainably in Human Resource Management activities to develop first set of employees along with a feeling of being engaged in the human resources. The problem for managers becomes more rigid, enigmatic when the employees are in transition phase not associated completely with either group. They weigh the positives and negatives to make a delicate balance between organization aspirations from them and their career aspirations. Managers find coordination in organization most difficult under the rigorous conditions when the employees are in transition phase and undecided to join any of the groups, attempts to recognize the pressing need of investment in "*Optimizing Employability*"

**CONCEPT OF EMPLOYEE ENGAGEMENT:** "*Engagement is something about creating the opportunities for employees to connect with their colleagues, managers and wider organization. It is also about creating an environment where the employees are committed to their work and really care about doing a good job as well.*"

**ORGANIZATION:** ENDURANCE, a not-for-profit organization come out with the three digit 1-0-8 emergency phone number, responding to emergencies 24 hours a day and seven days a week in urban, rural, and tribal areas

across the 17 Indian states and union territories of Andhra Pradesh, Tamil Nadu, Kerala, Telangana, Karnataka, Madhya Pradesh, Gujarat, Chhattisgarh, Uttarakhand, Assam, Meghalaya, Himachal Pradesh, Uttar Pradesh, Rajasthan Goa, Dadra Nagar & Haveli and Daman & Diu. This service operated by ENDURANCE, is one of the largest single emergency management service provider in the world due to its innovation, integration of technologies, end-to-end service provided in emergency management, research and training, under Public Private Partnership model after entering into an M.O.U with respective state governments. ENDURANCE service first launched in Hyderabad, the capital city of Andhra Pradesh, on August 15, 2005, with 30 ambulances and nearly 250 employees covering five towns in Andhra Pradesh. ENDURANCE incorporated with the objective of delivering comprehensive, speedy, reliable and quality pre-hospital care. ENDURANCE, 108 Services, Gujarat in is operating 530 Ambulances with around 2800 employees. In Gujarat this emergency service is provided to public by the CSR wing of ENDURANCE Group and is operating in Public Private Partnership mode with Govt. of Gujarat.

**Table 1:** List of few Employee Engagement Activities in Endurance

Sr	Employee Engagement Activities & Objectives	Targeted Population	Activity Description	Frequency
1	<b>EMT Day - 2nd April</b>	EMTS	On 2nd April felicitation meeting are conducted across all districts and selected EMTs are facilitated with mementos and awards for the whole year of their contribution in saving lives. Normally senior officials from government would participate such events and motivates the cadre.	Annually
	EMTs and the paramedic staff available in Ambulances. 2nd April every year is celebrated as EMTs' Day. To celebrate the cadre of Emergency Medical Technicians and facilitate them as Live Saviours			
2	<b>Mother's Day Celebration- 2nd Sunday May</b>	EMT, Pilots and EROs	10 families each of EMTs and Pilots are selected from every districts and their mothers are visited at their homes by the district manager with a memento and thank you card from COO of GVK EMRI for letting her child in the mission of saving lives.	Annually
	This day is celebrated with the mothers of our frontline staff in order to create a family connect with the mission of ENDURANCE			
3	<b>Pilot Day- 26th May</b>	Pilots	On 26th May facilitation meeting are conducted across all districts and selected Pilots are facilitated with mementos and awards for the whole year of their contribution in saving lives. Normally senior officials from government would participate such events and motivates the cadre.	Annually
	Pilots are the Drivers of Ambulances. 26th May every year is celebrated as Pilots' Day. To celebrate the cadre of Pilots who helps in saving lives and shift the victims promptly safely to hospitals.			
4	<b>World Environment Day- June 5</b>	All Employees	On this day 108 trees are planted by employees at state head office campus. Each team along with team Lead will plant one tree, which will be named after that department. In addition, All Ambulance location will also plant a tree sapling each.	Annually
	To create a sense of responsibility among all employees towards the environment			
5	<b>Father's Day Click with your Dad- 2nd Sunday of June</b>	EMTs, Pilots and EROs	Nominations are invited from all employees to submit a selfie clicked along with your Dad with expression of respect and love. Best 20 entries and awarded and their Fathers are felicitated and honoured in a function by presenting a shawl	Annually
	Family connect with GVK EMRI's Mission of saving lives			
6	<b>Doctors Day- 1st July</b>	Doctors and Clinical Instructors	On this day a special meeting is convened to facilitate all Doctors. Mementos and Citations are given to best performers and all others are motivated by inspiring words by Senior Management team.	Annually
	To facilitate all Doctors working in GVK EMRI			
7	<b>Kabaddi Competition</b>	All EROs and Support staff	This is done every year in July. All departments and 4 teams from the call centre participate and compete for almost a month in the knock out and finally two teams are awarded as winner and runner up.	Annually
	To increase the vigour, team work and enthusiasm of employees			
8	<b>ERC Day- 1st August</b>	All ERC Staff	A large gathering with lot of fun filled activities and cultural programs by employees is conducted this day. Best performers of the whole year is felicitated during the function. ERC is decorated by employees themselves	Annually
	1st August when written indicates 1-0-8 and therefore the day is celebrated to felicitate the employees in the Emergency Response Centre (Call Centre). This improves the team work and enthusiasm in ERC.			
10	<b>Independence Day Recognitions</b>	EMTs and Pilots	A team of EMT and Pilot from each district is selected and recognized in the public function of district wise independent day function and felicitated by Ministers or District officials. Every Year 33 such teams are recognized in the state	Annually
	This recognition of EMTs and Pilots in public function and parade of independence day motivates all employees to contribute beyond the call of their duties and remain passionate for the mission of saving lives			
11	<b>E-Live annual day- 29th August</b>	All Employees	A Large gathering of around 1000 employees are generally come together with lot of cultural activities, annual awards and food at state head quarter. Around 20 categories of annual awards for various categories of performance are given away.	Annually
	This is the annual day of ENDURANCE. This bring in lot of pride, inspiration, team spirit and passion among all employees			

Employee engagement is imperative to the long term success of the ENDURANCE in Gujarat as evident from the non-exhaustive list given above.

## **REVIEW OF LITERATURE**

Employee engagement has been viewed as employees' emotional and intellectual commitment towards organisation (Baumruk, 2004, Richman, 2006 and Shaw, 2005) or the amount of discretionary effort employees show in their job (Frank *et al.*, 2004). Kahn (1990) explained employee engagement as the multi-faceted construct, Truss *et al* (2006) termed employee engagement simply as 'passion for work', a psychological state which is seen to encompass the three dimensions of engagement discussed by William Kahn (1990), entails a physical-energetic (vigor), an emotional (dedication), and a cognitive (absorption) component. Non Profit Organizations has significantly grown in India has been a significant witness in eighties in Indian economic and social environment. Chandra Sekhar and Anjaiah, (2002) in their studies have discussed significant impact of employee empowerment and, organizational commitment in employee productivity of NGO management.

Voluntary organizations in India range in size from small groups of five or six individuals to large organizations employing hundreds of people and engaged in diverse operations spread across the country (Chandrasekhar, 2000; Bhoose, 2003). Singh, et al. (2007) identified pride in association, feeling of doing important assignments, fit with organizational values as the reasons for high engagement in NGO- HELP AGE INDIA. The feeling of doing something for others, may be considered as an important reason for people to join an NGO to fulfil their expectations to a great extent. Further in same study with different non-profit organization, employees desired higher degree of work life balance, better compensation and greater autonomy to make difference in society. The engagement level was observed to be high due to sense of accomplishment they get from working for others and seeing the result of their work. Swaminathan, et al. (2013) in study of 100 managerial staff from various hospital in Nagapattinam District, Tamil Nadu concluded that recognition and Team work as one of the major parameters to improve employee engagement in organization. Employee Engagement leads to empowerment which can be enhanced further and make the employee loyal to the organization. If the hospitals concentrate over the other dimensions like Work life balance by conducting some games, celebrations to reduce work stress, Leadership Quality development by providing supportive superiors, Training and Development by providing training based on the performance of the employees and Communication that employees are getting the information from superiors to do their job effectively and will make employees engage highly at work. Employee engagement is a dynamic concept which needs further research to explore the holistic view of the concept.

## **OBJECTIVES OF THE STUDY**

The main objective of the study is engagement levels at various level of organizations along with understanding the impact of drivers of employee engagement on employee engagement in ENDURANCE.

## **METHODOLOGY**

Present study was conducted using survey research design on a sample of 258 employees selected from ENDURANCE using purposive sampling. There are 204 males and 54 females reported in sample taken for the study. A questionnaire was developed for the purpose of the study containing questions on salary benefits, HR policy, various engagement activities, and reward recognition, relationship with colleagues, supervisor senior relationship, pride respect and mission of company with a reliability coefficient of 0.78. The content validity was high.

## **DATA ANALYSIS**

Chi Square was applied to age and work experience, of the data collected for the present study. In work experience and age cross tabulations along with frequencies of the response collected for the study. In Age column, respondents with 28 years displayed highest percentage count, followed by 29 years as next highest percentage count of the sample taken for the study. Similarly in Work Experience row, respondents with five years' work experience showed highest percentage count, followed by two years' work experience as next in percentage count to it. The

lowest percentage count was reported in 20, 21, 38-51 age columns of the response. Similarly the work experience column reported lowest in one year rows of response for the study.

Next Table provides the summary statistic information, the Pearson Chi-square value is 156.531, which is associated with (p- value is .225) of 22.5% risk of being wrong in rejecting the null hypothesis. This is too great a risk (far exceeding our standard of 5% risk), so we are unable to report any statistical difference between work experience and age.

Further, one-way multivariate analysis of variance i.e. one-way MANOVA\_with Gender as independent variable to identify any differences between independent groups on more than one continuous dependent variable comprising of various drivers of employee engagement considered as dependent variables for the study. The table 4 provides the descriptive statistics on various drivers of employee engagement where highest mean was observed in various engagement activities for employees, lowest mean was observed for Mission for saving lives.

Effect		Value	F	Hypothesis df	Error df	Sig.
Gender	Intercept					
	Pillai's Trace	1.000	96308.391 <sup>b</sup>	9.000	248.000	0.000
	Wilks' Lambda	.000	96308.391 <sup>b</sup>	9.000	248.000	0.000
	Hotelling's Trace	3495.063	96308.391 <sup>b</sup>	9.000	248.000	0.000
	Roy's Largest Root	3495.063	96308.391 <sup>b</sup>	9.000	248.000	0.000
	Pillai's Trace	.124	3.915 <sup>b</sup>	9.000	248.000	.000
	Wilks' Lambda	.876	3.915 <sup>b</sup>	9.000	248.000	.000
	Hotelling's Trace	.142	3.915 <sup>b</sup>	9.000	248.000	.000
Roy's Largest Root	.142	3.915 <sup>b</sup>	9.000	248.000	.000	

a. Design: Intercept + Gender

b. Exact statistic

The **Multivariate Tests** of one-way MANOVA revealed a statistically significant difference in drivers of employee engagements based on a respondents Gender (Male and Female),  $F(9, 248) = 3.91, p < .05$ ; Wilk's  $\Lambda = 0.876$ . Gender has a significant effect on different engagement aspects of employee (F (1,256) = 22.602; p- value 0.00 < .05), Supervisor and Senior Management (F (1,256) = 4.022; p-value 0.04<.05) and ENDURANCE organization (F (1,256) = 5.881; p-value 0.01<.05)

**SUGGESTIONS:** Based on Research, Gender has a significant effect on various activities of employee engagement, Supervisor and Senior Management, and ENDURANCE organization. These elements have to be transparently specified with clear guidelines for policy and decision making in the ENDURANCE. Gender based employee participation in management is felt need of the sample taken for present study. The other elements salaries and benefits, HR policies and processes, Reward and recognition of employees, Colleagues, Mission of Saving Lives, Honour, Pride and Respect for the society did not reported any significant effect on basis of gender.

**MANGERIAL IMPLICATIONS:** The result shows a bright future of Gujarat as the employees' engagement drivers show moderate concern on some parameters in reference to Gender. A positive effect on employee engagement drivers is reported based on statistical test applied on the sample response taken for study. David.S. & Pandey, S

(2013) study on employee engagement activities that majority of workers in drug company and IT sectors of Indian business measured engaged as most of the responses were on the positive aspect with minor improvement required to done to extend employee engagement level. Satisfactory work surroundings, Opportunities to grow and job enrichment have emerged as factor behind worker engagement. Still more and more studies are being conducted on this dynamic, volatile concept of Employee engagement across the globe and especially in India.

**LIMITATIONS:** The study is limited to a single non-profit organization in one state, comparative studies between non-profit making organizations located in various state could be considered in future. Longitudinal studies can be done to increase the industry academic gap in employee engagement field. Comparative studies can be done across profit making and non-profit organizations, sectors and geographical location.

## CONCLSUION

The survey was about drivers of employee engagement which has been conducted on 258 employees of ENDURANCE which helps to understand and assess the employees concern on drivers of employee engagement system implemented in the organization. This is a case of moderate monitoring on three drivers i.e. various activities of employee engagement, Supervisor and Senior Management, and ENDURANCE organization, out of nine in current situation for the organization, its employees as well as its employee engagement system. There is no fixed conclusion in the blooming debatable employee engagement issues, however it is necessary for organizations to focus on engaging employees. Business are realizing that an engaged human capital is not only good for business productivity, but also good for customers.

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