CHAPTER 5
FINDINGS, CONCLUSIONS AND SUGGESTIONS

Chapter four analysed and presented the results of the empirical study on employee engagement. The chapters reported on the antecedents of employee engagement, its outcomes, the degree of engagement and their inter-relationships. This chapter presents the results of the study and is organized into four main sections: background of the sample, major findings of the study including hypothesis testing results, conclusions & suggestions. To examine the hypotheses, correlation analyses and ANOVA tests were used to identify important relations between the variables of interest and test the hypothesis. The chapter also highlights the opportunities for further research.

BACKGROUND OF THE SAMPLE

Four hundred respondents participated in this study which includes 272 respondents from banks, 66 from healthcare units and 62 from academics. However, a sample of 40 respondents (10% of total sample size) was added to the total sample size which was considered in case of incomplete questionnaires, improper responses and biased opinions. Reliability analysis was calculated by Cronbach’s alpha using SPSS software. The questionnaire was found to be reliable with Cronbach’s alpha value (α) = 0.674.

5.1 MAJOR FINDINGS OF THE STUDY –

1. Out of the total respondents, 57% (n = 228) of the sample were males and 43% (n = 172) of the samples were females.

2. The results indicate that 38% (n = 154) of the respondents belong to 46-55 years of age group, 24% (n= 97) are between 26-35 years, 18% (n=75) are above 55 years, 18% (n= 71) are between 36-45 years while only 0.8% (n= 3) are below 25 years of age.
3. It is observed that 50.5% (n= 202) respondents have 1-3 years of experience in same organization, 25% (n= 100) work in same organization from 3-5 years, 12.3% (n=49) have less than 1 year experience in same organization, whereas employees with 5-10 years and more than 10 years of service in same organization are 7.3% (n= 29) and 5%(n= 20) respectively.

4. It is observed that respondents are neutral on whether organizational support, growth opportunities, company practices, rewards & recognition and leadership behavior are factors influencing employee engagement. The mean values of the antecedents indicate that company practices and growth opportunities emerged to be the most important antecedents of employee engagement with a mean value of 2.88 and 2.74 respectively. The mean values of Organizational support & resources, Rewards & recognition and Leadership behaviours were found to be 2.27, 2.68 and 2.29 respectively.

5. The outcomes of engagement viz., job satisfaction, employee retention, performance, productivity and customer satisfaction were analyzed using descriptive statistics. Performance and employee retention was found to be important outcomes of employee engagement with a mean value of 2.77 and 2.69 respectively. The mean values for Job satisfaction, Productivity and Customer satisfaction was found to be 2.54, 2.11 and 2.14 respectively.

6. The overall degree of engagement (percent favorable) was found to be 55 percent. The unfavorable response equates to 33 percent, and the total neutral response is 12 percent.

7. The $p$-values for each antecedent of employee engagement were found to be less than 0.05 which indicates a significant relationship between employee engagement and its influences.

8. The correlation coefficients of Growth opportunities, company practices and rewards & recognition were found to be 0.715, 0.574 and 0.113 respectively which indicates that they are positively correlated with level of employee engagement.
9. The correlation coefficients of organizational support and leadership behaviours were found to be -0.479 and -0.155 respectively and hence are negatively correlated with employee engagement.

10. From the Co-relation statistics, it is observed that a significant relationship exists between employee engagement and its outcomes \( (p\text{-value} = 0.000) \).

11. The correlation coefficients of outcomes of employee engagement i.e. Job satisfaction, Employee retention, performance, productivity and customer satisfaction were found to be 0.226, 0.222, 0.431, 0.536 and 0.446 which indicate that they are positively correlated with employee engagement.

12. The ANOVA test of hypothesis for “rewards and recognition do not influence employee engagement “showed a \( p\text{-value} \) of 0.000 which is less than the level of significance \( (0.05) \). Thus, it is found that rewards and recognition has its influence on employee engagement.

13. It is found that Leadership behaviours do influence employee engagement as the \( p\text{-value} \) of ANOVA test was found to be 0.000 which is less than the level of significance i.e. 0.05 at 95% confidence level.

14. From the lower \( p\text{-value} \) of 0.000, it is observed that there is a strong relationship between employee engagement and performance of employees.

15. The average rating for employee engagement in academics is 3.8, in healthcare units is 4.1 and in banks is 3.5. Thus, Employee engagement in Healthcare units(rating 4.1) was found to be greater than that in academics(rating 3.8) followed by banking units (rating 3.5)

16. It is found that the percentage of engaged employees in academic organizations is 76%, healthcare units have the highest number of engaged employees with 82% and the percentage of engaged employees in banks is 70%.
17. It is observed that in academic organizations, Company practices with a mean value of 2.92 was found to be the most important antecedent of employee engagement, followed by growth opportunities with a mean value of 2.84, rewards & recognition with a mean value of 2.75, Organizational support & resources with a mean value of 2.51 and Leadership behaviour with a mean value of 2.33.

18. It is seen that in Healthcare units, Company practices with a mean value of 2.88 was found to be the most important antecedent of employee engagement followed by rewards & recognition with a mean value of 2.61, growth opportunities with a mean value of 2.46, Leadership behaviour and Organizational support & resources with a mean value of 2.42 and 2.18 respectively.

19. Growth Opportunities with a mean value of 2.92 was found to be the most important antecedent of employee engagement in Banks followed by company practices with a mean value of 2.84, rewards & recognition with a mean value of 2.68 and Organizational support & resources and Leadership behaviour each with a mean value of 2.12.

20. The responses received for growth opportunities in banking segment shows that-

a) 23.53% respondents feel that there is no room for advancement in their organization, 57.35% gave favourable responses while 19.12% were neutral in their responses.

b) 10.85% of the respondents feel that their organization does not provide regular training & development programs to explore other opportunities within the organization, 21.32% were neutral in their responses while 56.99% gave favourable responses.

c) It is found that 23.16% of the bank employees feel that there are no opportunities to learn & grow in their organization, 10.29% were neutral in their responses while 66.54% respondents agreed to the statement.
d) 60.29% of respondents feel that their organization provides them opportunities for self-development, 24.26% were neutral in their responses and 15.44% believed that their organization does not provide them opportunities for self-development.

21. It is found that in academic organizations Employee retention is the most important outcome of employee engagement with a mean value of 2.86, followed by job satisfaction with a mean value of 2.78, performance with a mean value of 2.72, customer satisfaction with a mean value of 2.22 and productivity with a mean value of 2.18. Here customer satisfaction refers to the satisfaction of students in reference to the organization, organizational practices and the employees of that organization.

22. In healthcare units, performance is the most important outcome of employee engagement with a mean value of 2.68, followed by employee retention with a mean value of 2.62, job satisfaction with a mean value of 2.38, productivity with a mean value of 2.11 and customer satisfaction with a mean value of 2.09.

23. In Banks, Performance is the most important outcome of employee engagement with a mean value of 2.91, followed by employee retention with a mean value of 2.59, job satisfaction with a mean value of 2.46, customer satisfaction with a mean value of 2.11 and productivity with a mean value of 2.04.

5.2 SUGGESTIONS FOR IMPROVING EMPLOYEE ENGAGEMENT
It is observed that the employees from healthcare units are comparatively more engaged than the employees from academic organizations and banks. The comparative study of the three study segments shows that employees from banking units are less engaged than that in academic organizations and healthcare units. The study also reveals that in banks growth opportunities is the most important antecedent of employee engagement. Based on figure 2.26 & finding no. 20, following suggestions will help the banking units to improve the employee engagement –

1. **Finding-** It is observed that 23.53% respondents feel that there is no room for advancement in their organization while 19.12% were neutral in their responses.
   **Suggestion** – Communicating the organization’s mission and purpose and providing opportunities to employees that are in line with the employees’ talents & strengths make the employees feel that their job is important. Advancement opportunities in the organization should be clearly addressed to the employees.
   **Solution**- Organization may initiate policies that provide structured time not just give performance feedback but also to discuss personal functioning, professional development and career development.
   **Advantage** - Both the employee and the organization will profit, when the manager assist the employee to improve as an individual. Having regular discussions with employees about their career paths not only helps the employees in their growth but also helps in ensuring more skilled and qualified talent to fill senior positions within the organization.

2. **Finding-** It is found that 10.85% of the respondents feel that their organization does not provide regular training & development programs to explore other opportunities within the organization while 21.32% were neutral in their responses.
   **Suggestion-** Workplace skills assessments can be conducted quarterly to understand which skills exist in the organization, and which skills are required to achieve organizational success.
   **Solution**- Skill matrix can be developed every quarterly and training & development plan can be prepared that are in line with the skills of employees and the needs of the organization.
Advantage—Skill matrix enables managers to know the skill strengths and weaknesses of employees & can also enable them to search for employees with particular skill sets. This enables them to plan for the future against the skills &abilities of staff, as well as to prioritize areas for skills development and plan the training & development programs accordingly.

3. Finding – It is found that 23.16% of the bank employees feel that there are no opportunities to learn & grow in their organization while 10.29% were neutral in their responses.

Suggestion – To make improvements in learning and growth, managers should discuss short term and long term goals, potential obstacles to success, and resources that employees may need. Interventions may be made to ensure that organization have variety learning opportunities.

Solution- Progress meetings may be setup, at least quarterly, so that each employee is updated on their personal as well as organizational goals. Job enlargement through rotating functions may be explored.

Advantage – Progress meetings helps in evaluating the planned & actual progress of employees in line with the goals of the organization. Job enlargement may help in providing wide range of activities for employees by which the employee will experience less repetition and monotony in work. Since a single employee handles multiple activities organization can try and reduce the number of employees thereby helping to reduce the salary expenses of the organization.

4. Finding – It is found that 15.44% believed that their organization does not provide them opportunities for self-development while 24.26% were neutral in their responses.

Suggestion—Organization may provide opportunities for employees to apply and demonstrate their newly acquired skills, and give positive reinforcement for success. Job rotation can be implemented.

Solution—Job rotation by position rotation may be implemented where employees are moved laterally to different positions within function or cross functional, departments or geographic locations.
Advantage: Position rotation may help in professional development of the employee by exposing them to new knowledge, skills and perspectives. Employees may be assisted in developing career development plans, as appropriate.

5.3 CONCLUSION

The present study was conducted to study the antecedents and outcomes and degree of employee engagement in service sector of Solapur District, Maharashtra. There are many antecedents and outcomes of employee engagement. But based on literature survey, field work and data analysis the antecedents and outcomes which have emerged as most important determinants are discussed here. 400 representative samples from three leading service segments viz., Banking, Healthcare and Education units from Solapur district were selected using purposive sampling method and were administered using questionnaire to find out the factors that are important to keep the employees engaged and the outcomes of employee engagement. The study also evaluated the degree of employee engagement in these service units. The effect of employee engagement on performance of employees was also evaluated.

The findings of the study confirm there is a significant relationship between employee engagement, its antecedents and outcomes. From the mean values it can be concluded that company practices and growth opportunities emerged to be the most important antecedents of employee engagement. This implies that employees are more engaged when they feel that their organization frames fair policies and practices for them. Unbiased screening and selection techniques, fair treatment irrespective of age, gender, race or sexual orientation, proper communication system and transparency are some of the aspects that influences on employee engagement. Employee engagement is more when there is a spirit of cooperation among employees. Further, opportunities for self-development through learning, training and development also influence employee engagement. Employees are found to be highly engaged when they have a room for advancement.
The outcomes of engagement selected for this study were job satisfaction, employee retention, performance, productivity and customer satisfaction. Performance and employee retention was found to be important outcomes of employee engagement. This signifies that employee engagement plays a very important role in improving the performance of employees and in retaining the employees. Proper performance management system and measurable performance measures help in keeping the employees engaged. Retention must be given top priority in organization. Environment of the organization that helps employees to maintain a good work life balance helps employees getting engaged in their work which in turn results in higher retention as well as productivity.

The comparative study of employee engagement in academics, healthcare units & banks revealed that the level of employee engagement in healthcare units is greater than that in academics & banks. Banking employees are found to be comparatively less engaged. Further, the study also revealed that company practices were found to be the most important antecedents of employee engagement in academics & healthcare units while in banks growth opportunities is the most important antecedent. Performance emerged to be the most important outcome of employee engagement in healthcare units & banks while in academics employee retention is found to be the most important outcome of employee engagement.

From the study it is concluded that rewards and recognition and leadership behaviours has its influence on employee engagement. Fair rewards, participative management and consideration of employees’ ideas and suggestions play a vital role in engaging employees. Recognition and appreciation for the work done motivates the employees and helps in engaging them.

By improving the degree of employee engagement, organizations can significantly increase productivity and reduce the cost of poor quality. Engaging employees reduces the number of safety-related incidents at work. Engagement therefore increases business success by reducing absenteeism caused by lost-time injuries. Engaged employees have a heightened awareness of customer needs, and strives to increase customer satisfaction levels. The relationship between employee engagement and performance of employees suggests that employees’ attitude towards their quality of
work will improve as their degree of engagement increases. Increasing the degree of engagement enhances the employees’ loyal commitment and improves employee retention.

5.4 SCOPE FOR FURTHER RESEARCH

The relationship between employee engagement and performance was not extensively quantified in this study. The opportunity exists to build on the findings by developing a model to quantify performance as it relates to employee engagement. Employee motivation and its link to employee engagement is a vast subject field on its own. In order to understand what type of recognition and rewards will effectively motivate employees is an opportunity for further research.