

Identifying Measures to Improve Employee Engagement in Office Environment at IKS, Mumbai

By

Anshul Bhardwaj

*Dissertation submitted for the partial fulfillment of the
MBA Hospital and Health Management*

Academic year, 2016-2018



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TO WHOMSOEVER MAY CONCERN

This is to certify that **Dr. Anshul Bhardwaj** student of MBA Hospital and Health Management from The IIHMR University, Jaipur has undergone internship training at **IKS Health, Mumbai** from **12th Feb, 2018 to 12th May, 2018**.

The candidate has successfully carried out the study designated to her during internship training and her approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

I wish her all success in all her future endeavors.




Dr. Ashok Kaushik
Dean, Academics and Student Affairs
The IIHMR University, Jaipur



Dr. Neetu Purohit
Associate Professor
The IIHMR University, Jaipur

Date: 03rd May 2018

To whomsoever it may concern

This is in recognition that **Dr. Anshul Bhardwaj**, student of IIHMR University has successfully completed her dissertation over a period of 3 months from **February 12, 2018 to May 12, 2018** at IKS Health, Mumbai.

During the period of dissertation she worked on a project "**A study on employee engagement in a healthcare IT firm**" and was able to manage, coordinate and document the project proficiently.

She comes across as a committed, sincere and diligent individual and who has a strong zeal for learning. We wish her all the very best for her course completion.

For Inventurus Knowledge Solutions Pvt Ltd



Signature of respective reporting manager

For Inventurus Knowledge Solutions Pvt Ltd



Signature of Human Resources

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation, Identifying measures to improve employee engagement in office environment at IKS Health, Mumbai submitted by **Dr. Anshul Bhardwaj** with Enrollment No- **IIHMR-U/01/2016-18/0390** under the supervision of **Dr. Neetu Purohit** for award of **MBA in Health and Hospital Management** from The IIHMR University, Jaipur carried out during the period from **12th FEBRUARY 2018 to 12th MAY 2018** embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.

Anshul

Signature

THE IIMMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that all the ethical issues have been considered while collecting data for my dissertation titled- Identifying measures to improve employee engagement in office environment at IKS Health, Mumbai.

Anshul

SIGNATURE

ABSTRACT

Title: Identifying measures to improve employee engagement in office environment at IKS, Mumbai.

Author: Dr. Anshul Bhardwaj

Employee engagement is a phenomenon in the workplace that has started attracting attention of many researchers. Due to its significance in improving workplace performance and profitability, much interest has been shown towards interpreting it as well as identifying its potential effect. However, despite many efforts there is still scope for further study to gauge factors that influence engagement. One of the primary challenges has been keeping the employees engaged in the face of fierce competition and changing priorities of employees.

Objectives:

- To measure the level of employee engagement at IKS on cognitive, emotional, and physical dimensions.
- To assess the engagement of IKS employees on nine parameters of Engagement as proposed by CIPD.
- To recommend strategies to enhance employee engagement for IKS health, Mumbai.

Methodology: A descriptive cross-sectional study was performed by conducting a survey to measure engagement level and identify measures to improve engagement at IKS, Mumbai among 200 employees over a duration of 3 months.

Result: 43% employees were cognitively engaged; 38% employees were emotionally engaged and 44.5% employees at IKS Health were behaviorally engaged.

Conclusion: Employee engagement is a broad concept, closely related to motivation, which gives a useful focus for people management strategy. Study indicates that majority of the employees at IKS were engaged physically, emotionally, and cognitively. Females were found to be more engaged than males. Employee engagement at IKS can be increased by improvement in internal information flow within the organization, introducing measures to control high stress levels among employees and providing training and development opportunities. Furthermore, periodical study focusing on employee engagement at IKS should be conducted to keep up with the changing phenomenon.

Key Words: Cognitive, Emotional, Physical, Engagement

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I am grateful to almighty for giving me the strength to successfully finish my work and for sustaining my efforts which many a time did oscillate.

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1.2 ACRONYMS/ABBREVIATIONS

CEB	Corporate Executive Board
CLC	Corporate Leadership Council
OCB	Organizational Citizenship Behavior (OCB).
EPS	Earnings Per Share
CIPD	Chartered Institute of Personnel and Development
ISR	International Survey Research
IKS	Inventurus Knowledge Solutions
VS	Virtual Scribe
TL	Team Leader
AM	Assistant Manager

2.1 INTRODUCTION

Employee engagement, according to the Corporate Executive Board is the

“extent to which an employee commits to something or someone in the organization and how long they stay as a result of their commitment”.

It is a positive attitude held by the employees towards the organization and its values. It is a property of the relationship between an organization and its employees. An engaged employee is one who is fully absorbed and is enthusiastic about their work and so takes positive action to further the organization’s reputation and interests.

NHS Employers has adopted the Institute for Employment Studies (IES) definition of employee engagement: “a positive attitude held by the employee towards the organization and its values” (Robinson, Perryman and Hayday, 2004, p.4) and specifies that “engaged staff think and act in a positive way about the work they do, the people they work with and the organization that they work in” (NHS Employers, 2013). This views engagement as a deep connection that employees have with all aspects of their work life: their job, people they interact with at work, and the organization that they work for. In this sense, the NHS defines engagement as both a psychological experience at work i.e. the dominant view within the research community, and as a broader relationship with the organization i.e. the typical view taken by practitioners.

Employees who are engaged are more productive, content and more likely to be loyal to an organization. It is a workplace approach resulting in the right conditions for all members of an organization to give of their best each day, committed to their organization’s goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well-being.

There has been significant interest in employee engagement, but this has been coupled with a good deal of misunderstanding. According to Kular *et al* (2008), this misunderstanding can be partly attributed to the fact that there is no definitive definition, resulting in engagement being operationalized and subsequently measured in varying ways.

From an HR perspective today, engagement continues to be an important consideration. Due to the challenging economic climate, organizations now more than ever are deciding to restructure and resize, which has resulted in organizations investigating new approaches to maintain and increase engagement. Organizations need to strike the right balance between fostering and enhancing employee engagement levels while at the same time not compromising their competitive position.

Employers want engaged employees because, as well as being happier, healthier and more fulfilled, they are more motivated and deliver improved business performance. Research has repeatedly indicated relation between how people are managed, their attitudes and behavior, and business performance. Positive relationships are evidenced with profit, revenue growth, customer satisfaction, productivity, innovation, staff retention, efficiency and health and safety performance. There are nuances in the drivers and outcomes of employee engagement, but this basic link holds true across different sectors and job roles.

Conversely, having a disengaged workforce brings huge risks. As well as losses in performance, employers may lose talented people if they feel demotivated or disengaged. They may also face greater difficulties when embedding organizational change if employees are not on board, so wider alignment with strategy and engagement with the organization is also important. Disengagement may also threaten effective collaboration, innovation, and capital management, as employees are less inclined to use their tacit knowledge and skills for the good of the organization.

Categories of Employee Engagement

According to the Gallup consulting organization there are three different types of people:

Engaged--"Engaged" employees are builders. They want to know the desired expectations for their role, so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward.

Not Engaged---Not-engaged employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are not-engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their coworkers.

Actively Disengaged--The "actively disengaged" employees are the "cave dwellers." They're "Consistently against Virtually Everything." They're not just unhappy at work; they're busy acting out their unhappiness. They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged coworkers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning.

2.2 Why Employee Engagement is of importance and interest?

According to Scarlett Surveys, "Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn and perform at work". Thus, engagement is distinctively different from employee satisfaction, motivation and organizational culture. Engagement at work was conceptualized by 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.

- Engaged workers are more productive than disengaged workers. 1
- Companies who can successfully engage their employees can achieve higher levels of performance and deliver greater returns to shareholders. 2
- Actively disengaged workers undermine the work of engaged workers.
- Unfortunately - Estimates indicate the number of actively disengaged workers

to be anywhere from 16% - 50% of the workforce. 1

1 Deloitte & Touche/Gallup research

2 Hewitt research

3.1 LITERATURE REVIEW

In December 2004, the Harvard Business Review released the results of a survey carried out by the Corporate Leadership Council (CLC), which involved the compiling of 50,000 employee engagement surveys in more than 59 countries worldwide. One of the main findings from the study was that increased commitment can result in a 57% improvement in discretionary effort displayed by employees. According to Buchanan (2004) the increased discretionary effort displayed by employees produced on average, a 20% increase in individual performance and an 87% reduction in desire to leave the organization.

According to Sirota, Mischkind & Meltzer (2005), from the analysis of their research on employee attitudes, which was based on never before-published case studies and data from 920,000 employees from 28 multinational companies over four years, resulted in the generation of hard data to prove that the share price of organizations with highly engaged employees increased on average by 16% in 2004 in comparison to the industry average of 6%. Similarly, the stock price of organizations with high morale had superior performance to comparable companies in the same industry by a ratio of 2.5:1 during 2004. Conversely the stock price of companies with low morale underperformed in relation to the industry competitors by a ratio of 5:1.

According to Sirota (2005) Morale is a direct consequence of being treated well by the company, and employees return the gift of good treatment with higher productivity and work quality, lower turnover (which reduces recruiting and training costs), a decrease in workers shirking their duties, and a superior pool of job applicants. These gains translate directly into higher company profitability. Satisfied employees lead to satisfied customers, which results in higher sales. Satisfied customers and higher sales, in turn, result in more satisfied employees who can enjoy the sense of achievement and the material benefits that come from working for a successful company. It is a virtuous circle– the best of all worlds.

The literature concerning employee engagement poses a challenge since there is no one universally applied definition to cover the topic of employee engagement. According to Baumruk (2004) employee engagement has been defined within the confines of emotional and intellectual commitment to the organization or the quantity of discretionary effort, defined by Yankelovich and Immerwahr (1984), as the voluntary effort employees provide beyond what is required by employees in their job (Frank *et al* 2004).

Due to the varying definitions of employee engagement, the results of different studies become difficult to examine. This is because each study may look at the subject of employee engagement through a different lens, depending on the definition they decide upon. According to Ferguson (2007), with a universal definition of employee engagement lacking, it cannot be accurately defined and thus it cannot be measured and thus managed. According to Robinson *et al* (2004), while it has been noted that employee engagement has been defined in numerous ways, a number of those definitions within their construct are like more established con-structural definitions relating to

organizational commitment and organizational citizenship behavior (OCB). Robinson *et al* (2004) define engagement as one step up from commitment, which begs the question, is employee engagement just old wine in a new bottle.

From researching the literature, an alternative model of engagement has emerged from the burnout literature. Job engagement is perceived as a positive anti-thesis of burnout, as according to Maslach *et al* (2001), individual burnout encompasses the attrition of engagement with one's job/role. Maslach *et al* (2001) propose six determinable areas in the work-life dichotomy, which can result in either burnout or engagement: workload, control, rewards and recognition, community and social support, perceived fairness, and values.

Maslach *et al* (2001) constructed a connection between increased job engagement and the management of the six work-life areas. Engagement is facilitated by, a sustainable workload which challenges the individual without negatively impacting them mentally and/or physically. Goal-setting theory (Locke 1968), can be utilized in relation to the achievement of realistic workloads to enhance engagement levels. Feelings of choice and control, suitable reward and recognition, the presence of a supportive work community, fairness, and integrity and meaningful and appreciated work will foster personal engagement. May *et al's* (2004) findings in relation to meaningful and valued work reiterated Maslach *et al* (2001) belief that meaningful and valued work is associated with engagement and thus the concept of meaning is an important consideration when looking at the engagement generation process.

From the research carried out by Kahn (1990), it has been established that there are specific psychological states which need to be active for engagement to occur. However, what Kahn (1990) does not fully explain is why individuals respond to these psychological conditions in a variety of ways. Saks (2006) proposes a link between the differing reactions and resulting engagement levels in relation to the psychological states by looking through the lens of Social Exchange Theory (SET). The SET frame of reference consists of obligations which are created via a cycle of interactions between individuals/groups that operate in a condition of mutual interdependence. Under the SET, the relationship will evolve over time, with trust, loyalty and mutual commitment increasing, on the condition that the rules of exchange are not breached.

Under SET, these rules tend to be repayment rules, where the actions of one party cause the action/reaction of another party. This form of interaction supports Robinson *et al's* (2004) explanation of employee engagement being characterized as a two-way relationship between employer and employee. As previously mentioned under SET there are unspecified obligations within the employment relationship which can facilitate engagement. The psychological contract is an attempt by academics to develop a construct around which to place these implicit obligations and expectations.

According to Fox (1974) the employment relationship is shaped as much by social as well as economic exchanges. Levinson *et al* (1961, 21) defines the psychological contract as, "a series of mutual expectations of which the parties to the relationship may not themselves be dimly aware, but which nonetheless govern their relationship to each other". According to Schein (1978), employee dissatisfaction, alienation and by inference, employee disengagement comes from violations within the psychological contract, which takes the form of overt issues such as pay, working hours, and conditions

of employment, which end up establishing the foundations of a negotiable agenda, rather than the psychological agenda from which they were initiated.

Due to the current economic climate, competitive pressure on employers has increased in relation to reducing labor and production costs, which means that employers often find themselves in a situation where it is necessary to facilitate the longevity of the organization, resulting in decisions that have a negative impact upon employees. Unfortunately, employer distrust and suspicion of management actions ensues, and the employment relationship is characterized by apathy, begrudging compliance and resistance (Cullinane & Dundon 2006).

Research carried out by the International Survey Research (ISR) team and Gallup is positively correlated with the research of Harter *et al* (2002). Ott (2007) expands on the research findings of Gallup and comments on the relationship between increased engagement and the increase in earnings per share (EPS) among publicly traded companies. Ott (2007) found that in publicly traded companies, if there were four or more engaged employees for every one disengaged employee, the organization would experience 2.6 times the growth than an organization with had a ratio of less than 4:1 engaged versus disengaged employees.

From the meta-analysis carried out by Gallup (2004), it was discovered that, the top quartile organizations which have the previously mentioned 4:1 ratio or greater have, 12% higher customer support, 18% higher productivity and 12% higher profitability than the bottom quartile organizations. Conversely, the bottom quartile organizations, according to the Gallup (2004) meta-analysis experience 31%-51% more employee turnover and 62% more work related accidents than the organizations in the top quartile.

Simply stated, engaged employees are less likely to leave their job. If an employee has no emotional commitment to their job, there is a greater chance that they will leave to pursue a job that offers, for example, higher remuneration or more flexible work conditions (Haid & Sims, 2009; Schaufeli & Bakker, 2004). Research confirms that engagement lowers employees' intention to leave. The Corporate Leadership Council (2004) found that the most engaged employees are 87% less likely to leave their organization. The same study found that the 100 best places to work (according to their research) had an average voluntary turnover rate of 13% as compared with the average of 28.5% of other businesses in the same industries.

Another research has found that 12% of disengaged employees have no intention to leave, while that proportion rises to 66% in engaged employees. Similarly, over half of disengaged employees would consider leaving their current job for another opportunity, while only 25% of highly engaged employees would consider leaving. (Towers Perrin, 2003). Considering that replacing an employee can cost one and a half times their salary, retention has a significant impact on an organization's bottom line. Not only can the costs of replacing employees be a drain on resources, but once new employees are in place they can take several years to generate the same revenue.

3.2 RATIONALE

The employee engagement is a phenomenon in the workplace that has started attracting attention of many researchers. Due to its significance in improving workplace performance and profitability, much interest has been shown towards interpreting it as well as identifying its potential effect. The definition of loyalty in the workplace had changed over time. Millennial job seekers in particular today are exploring highly aspirational career paths, and are also willing to grasp new opportunities for minimal raise in pay. Millennials were three times more likely than non-millennials to change jobs in the last year, and 91% don't expect to stay with their current organizations longer than three years. High attrition rate among young professionals is an emerging challenge that needs to be addressed. According to Gallup 2017 survey organizations whose employees reported high engagement had 25% to 65% less attrition than their peers. Thus, the concept of employee engagement is an important aspect to be researched.

3.3 AIM OF STUDY

The overarching aim of this study is to find out what encourages employees to have a passion for the job they do, which encourages them to display discretionary effort thus going the extra mile to do their job to the very best of their ability. The generation and harnessing of high employee engagement has been linked to high levels of individual performance as well as increased organizational financial performance.

The dissertation aims to measure engagement and look at the areas where management interventions can be implemented to increase the overall level of employee engagement. The study aims to develop an Employee Engagement Strategy for IKS Healthcare. This strategy will have the objectives of enabling the organization to hold onto the most talented individuals while decreasing staff turnover. However, this will require future work and research after this body of work has been completed.

3.4 THE OBJECTIVES OF THE STUDY ARE:

- To measure the level of employee engagement at IKS on cognitive, emotional and physical dimensions.
- To assess the engagement of IKS employees on nine parameters of Engagement as proposed by CIPD.
- To recommend strategies to enhance employee engagement for IKS health, Mumbai.

4.1 METHODOLOGY:

RESEARCH DESIGN: Descriptive cross-sectional study was done to obtain information regarding the current status of cognitive, emotional and physical engagement in addition to 9 parameters of engagement as defined by CIPD and to identify areas where management interventions can be implemented to increase the overall level of employee engagement.

STUDY POPULATION: The population of the study comprised of all employees of IKS employees.

STUDY SETTING – The study was conducted at IKS Health, Mumbai.

STUDY DURATION- The research was carried over a period of 3 months from February 2018 to May 2018.

STUDY POPULATION – The sample size includes employees of different profiles like Virtual scribes, Team leader and Assistant managers.

SAMPLE SIZE – From a universe of almost 2000 employees at IKS Mumbai, 10% were taken. The questionnaire was shared with 200 employees.

SAMPLING METHOD – Non-probability convenience sampling technique was used to draw the sample.

DATA COLLECTION – Online closed-ended questionnaire method was used to conduct this research. It was modified from a survey designed by the CIPD in the UK. To help identify the common factors of engagement, CIPD commissioned Kingston University and Ipsos/MORI to undertake a national survey of employee attitudes. The results 3 provide a national benchmark against which employers can measure the findings of their own employee attitude surveys. The survey was constructed to measure attitudes and engagement across a sample of 2,000 employees. The survey was designed to measure the engagement of employees at IKS, Mumbai. Employee engagement needs to be understood and analyzed within the context of the whole organization considering managerial actions, job specific features and individual preferences. The following ten elements were assessed in relation to engagement: Performance perspectives, job seeking behavior, happiness, advocacy, relationship with managers, communication, involvement, wellness and job satisfaction.

.DATA ANALYSIS –Responses were analyzed using frequency distribution in Microsoft Excel.

SCALE OF RATING RESPONSES

The scale utilized for the survey was a Likert scale which allowed respondents to choose from a range of 4/5 outcomes.

- 5= Strongly agree
- 4 = Agree
- 3 = Neither agree nor disagree
- 2= Disagree
- 1 = Strongly disagree

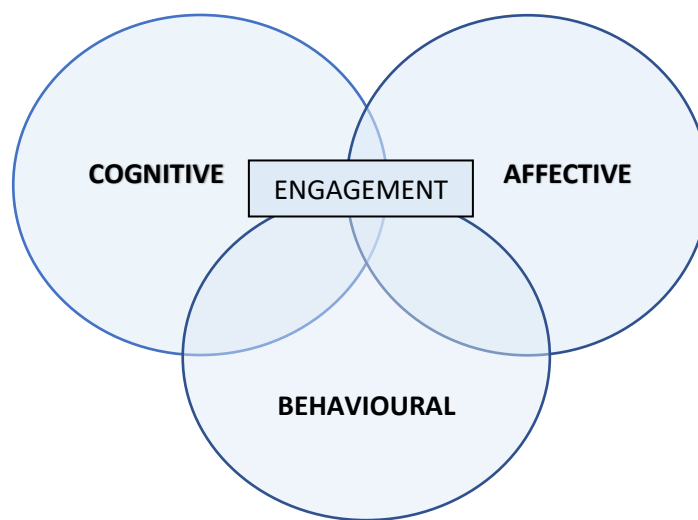
For the initial phase of this study, there was a necessity to review and analyze both current and preceding literature in relation to employee engagement. This enabled to determine the main themes that warrant exploration and also facilitate the definition of the scope, aims and objectives. For the research both primary and secondary data was utilized.

Engagement Modal

Employee engagement sounds good in theory. But unless an organization can define it and measure it, they cannot possibly improve it, let alone know whether their efforts to improve it are actually working.

ISR MODAL:

As a result of their research, International Survey Research (ISR), Engagement, (2007) developed a three-component model to aid in the understanding of employee engagement at an organizational level, the Think, Feel and Act model. The three elements are of mutual importance to facilitate organizational understanding of the employee engagement process in order to access the current level of engagement and to set out a path to improve this level of engagement.



Cognitive, or “Think” component relates to employees’ logical evaluation of a company’s goals and values.

The Emotional (Affective) component, or “Feel,” taps into whether employees have a sense of belonging and pride in the company.

Finally, the Behavioral dimension, or “Act,” captures the outcomes that employers desire such as retention and willingness to “go the extra distance” for the company when necessary. Engagement itself is actually a measure of the combination of these three components.

5.0 RESULTS

Results include findings on Personal growth, happiness, advocacy, relationship with peers, relationship with managers, feedback, wellness, satisfaction and future prospects.

5.1 Overall Engagement

Managers often want to know whether their staff, overall, are engaged or not. In practice, there are different ways of presenting these ‘overall’ results, all of which have the benefit of yielding a single figure or number that can be used for monitoring and comparisons. According to NHS employer.org there are 3 ways to do it:

- Simply add up the percentage and average of those who express a positive view by selecting either the ‘agree’ or ‘strongly agree’ options in response to the engagement statements.
- ‘Net’ scores, where the percentage expressing disagreement/strong disagreement is subtracted from the percentage expressing agreement/strong agreement.

A mean average score derived via the allocation of ‘scores’ to each response category (e.g. with a five-point scale, ‘strongly disagree’ is allocated 1, ‘disagree’ 2, ‘neither agree nor disagree’ 3, ‘agree’ 4 and ‘strongly agree’ 5).

This study adopted the first approach, as done in research work by Swanberg et al (2011): it captured engagement via three dimensions: cognitive (e.g. ‘It would take a lot to get me to leave CitiSales’), emotional (e.g. ‘I really care about the future of CitiSales’) and behavioral (e.g. ‘I would highly recommend CitiSales to a friend seeking employment’).

For comparison purposes strongly agree and agree are collated and strongly disagree and disagree are combined from the respondent’s answers to the proposed questions.

	ENGAGED EMPLOYEES(%)	PASSIVE EMPLOYEES(%)	DISENGAGED EMPLOYEES(%)
Cognitive	45.5	28.5	26
Emotional	42.5	29.5	28
Physical	47	24.5	28.5

Majority of the employees are engaged physically, emotionally, and cognitively.

Cognitive Engagement

Table 2.2: Cognitive engagement amongst IKS employees

Questions:	Engaged	Percentage	Passive	Percentage	Disengaged	Percentage
Often think about other things when performing my job	106	53	47	23.5	47	23.5
Get rarely distracted when performing my job	93	46.5	39	19.5	68	34
Cognitively Engaged	86	43%	43	21.5	71	35.5

The question, *I often think about other things when I'm performing my job*, was analyzed by classifying strongly disagree /disagree responses as engaged and strongly agree/ agree responses as disengaged. Conversely, the opposite was the case for the question; *I am rarely distracted when performing my job*.

Respondents were asked two specific questions in relation to cognitive engagement. Of the respondents, on average 43% were cognitively engaged while 35.5% were not cognitively engaged. The remaining 21.5% were indifferent to the questions posed in relation to cognitive engagement, from a research perspective. Nearly 23.5% of respondents stated that they think about other things when performing their job, interestingly 34% stated that they are distracted when performing their role.

Emotional Engagement

Table 2.3: Overall Emotional Engagement at IKS

Questions	Engaged	Percentage	Passive	Percentage	Disengaged	Percentage
Really put heart into the job	88	44	48	24	64	32
Get excited on performing well in the job	111	55.5	37	18.5	52	26
Often feel no emotion when performing my job	98	49	47	23.5	55	27.5
Emotionally engaged	76	38	59	29.5	65	32.5

Questions, *I really put my heart into my job & I get excited when I perform well in my job* was analyzed by classifying strongly agree /agree responses as engaged and strongly disagree/ disagree responses as disengaged. Conversely, the question, *I often feel no emotion when I perform my job*, was analyzed by classifying strongly disagree/disagree responses as engaged and strongly agree/ agree responses as disengaged.

Emotional engagement examines the degree to which individuals are involved in their jobs at an emotional level. On average 42.5% of employees at IKS are emotionally engaged, while conversely 28% are emotionally disengaged.

Physical Engagement

Table 2.4: Overall Physical Engagement at IKS

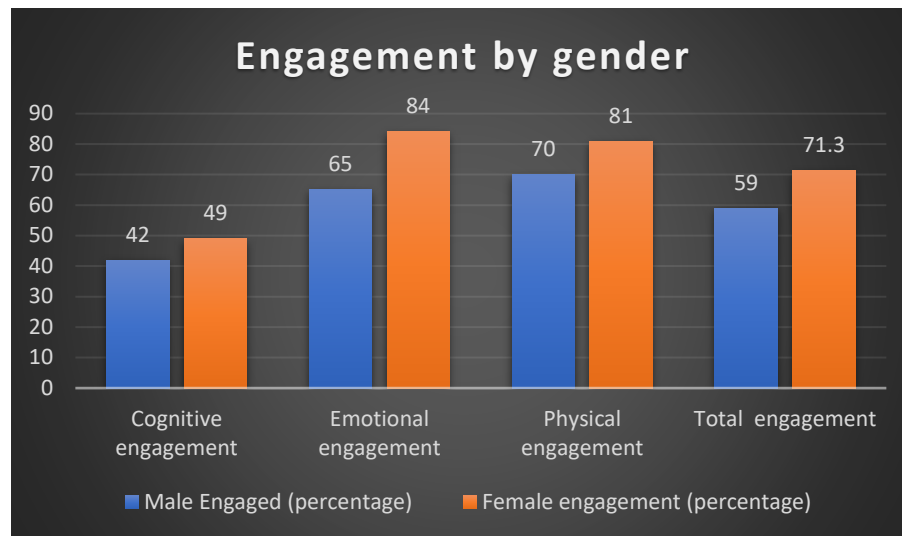
Questions	Engaged	Percentage	Passive	Percentage	Disengaged	Percentage
Exert a lot of energy doing the job	98	49	38	19	64	32
Avoid working overtime whenever possible	101	50.5	42	21	57	28.5
Stay until the job is done	115	57.5	37	18.5	48	24
Avoid working too hard	102	51	41	20.5	57	28.5
Physical engagement	89	44.5	49	24.5	62	31

The questions, *I exert a lot of energy doing my job* & *I stay until the job is done* were analyzed by classifying strongly agree /agree responses as engaged and strongly disagree/ disagree responses as disengaged. Whereas the questions, *I avoid working overtime whenever possible* & *I avoid working too hard*, were analyzed by classifying strongly agree /agree responses as disengaged and strongly disagree/ disagree responses as engaged.

Physical engagement looks at the amount of physical effort (Yankelovich and Immerwahr, 1984) an individual put into their role. Nearly 47% of employees are physically engaged with their role and 21.5% are physically disengaged with their work. Interestingly the aspect that employees were most engaged upon was the statement “I stay until the job is done”.

1A) Engagement by Gender

Figure 1.1: Employee engagement at IKS by gender



N=200, M=85, F=115

When the genders are compared across the three engagement fields (cognitive, emotional and physical) the female contingent of the respondents seem to be more engaged than their male counterparts, which coincides with the findings of the Employee Engagement Survey (2017) carried out by the CIPD

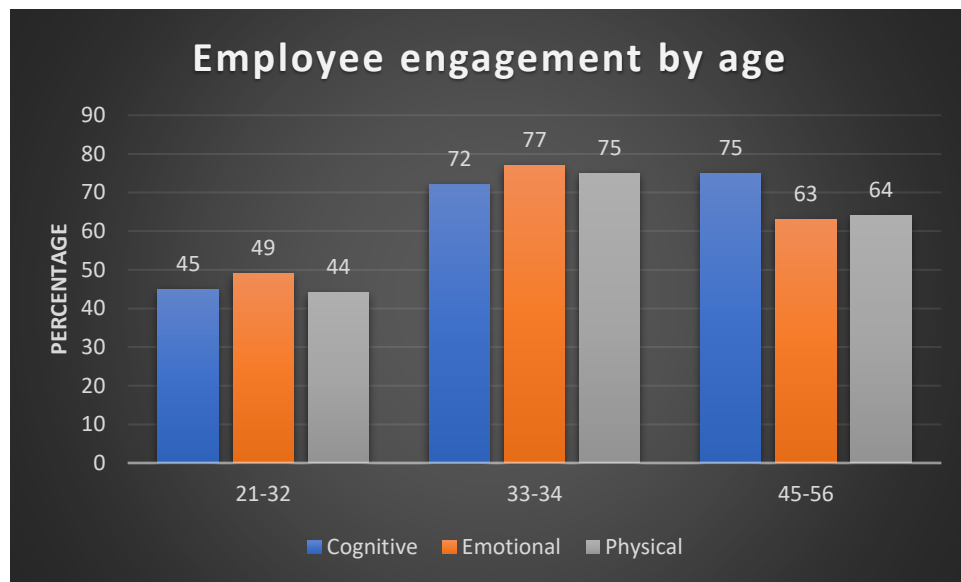
1B) Engagement by Age:

Table 3.2: Employee engagement at IKS by age groups:

Age (year)	Cognitive engagement (%)	Emotional engagement (%)	Physical engagement (%)
21-32	45	49	44
33-34	72	77	75
45-56	75	63	64

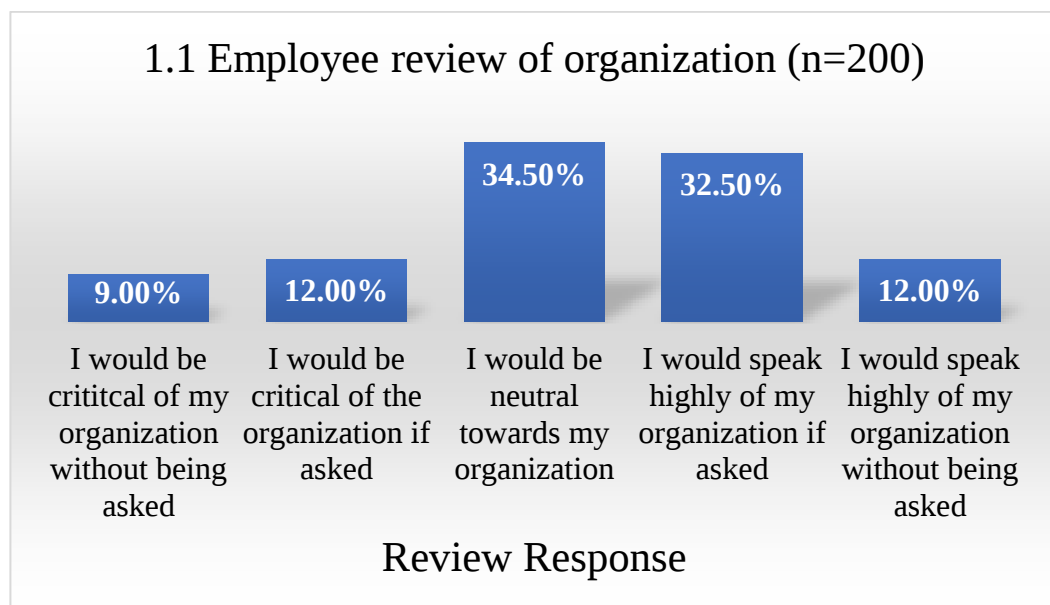
It shows 33-44-year-old respondents are the most cognitively and emotionally engaged while 21-32-year-old respondents are the most physically engaged. The cognitive element of the engagement is spread evenly among the age ranges. Interestingly, 21-32-year-old respondents showed lower emotional engagement than the other two groupings. Interestingly, physical engagement is a facet of discretionary behavior which seems to be maintaining a high level across the age ranges.

Figure 1.2: Employee engagement categorized by age



2) Advocacy

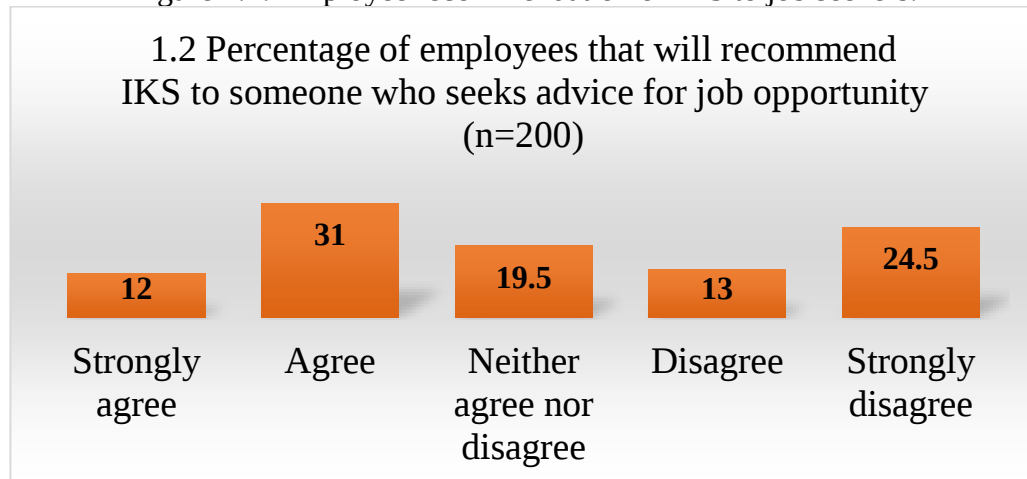
Figure 2.1: Employer advocacy amongst IKS employees



Employee **advocacy** is the promotion of an organization by its staff members. Chart above shows that 34.5% of respondents would speak highly of IKS with being asked thus they are the true champions of the organization. It can be seen from chart that nearly 45.18% of employees would recommend IKS to an individual seeking a job opportunity. According to CIPD 2017 over half (52%) of employees would be likely or very likely to recommend their organization as an employer, while just over a fifth (22%) would be unlikely or very unlikely to do this

2A) Employees that recommend IKS as a potential employer:

Figure 2.2: Employee recommendation of IKS to job seekers:



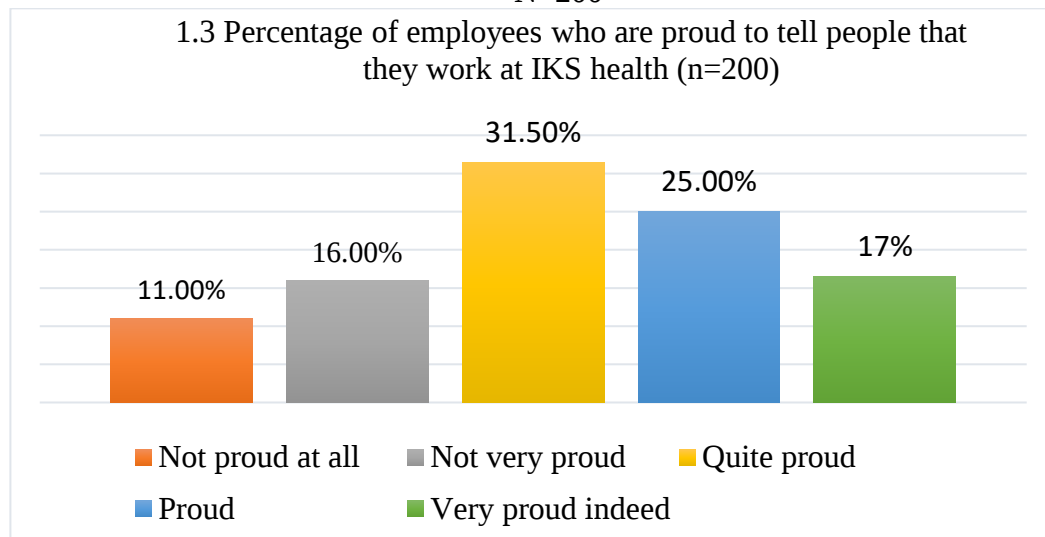
N=200

If an employee is willing to recommend IKS to job seekers than he is an actively engaged employee. The above figure depicts that 44% employees will recommend IKS to other people as a desired workplace.

2B) Proud to work for IKS

Figure 2.3: Pride in working at IKS

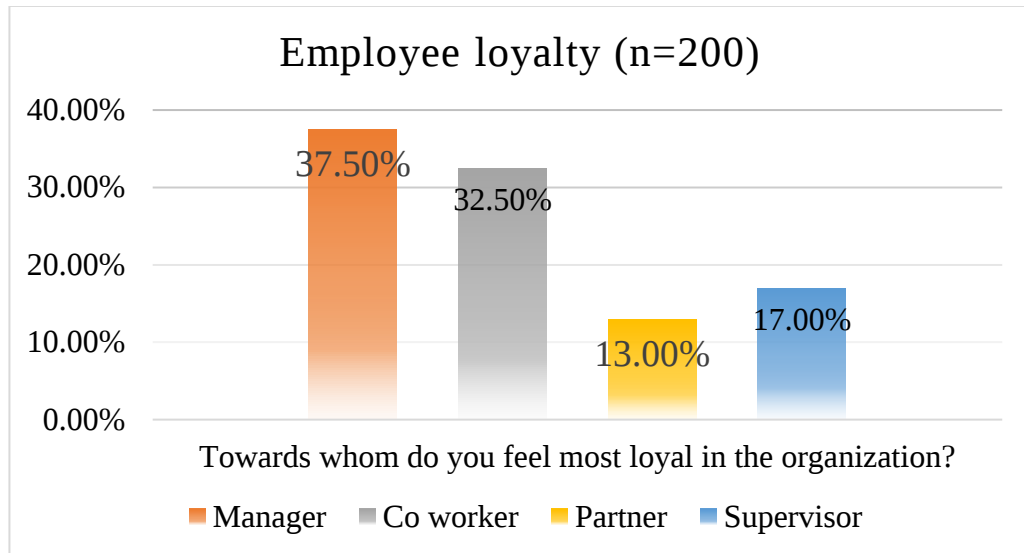
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42% of employees are proud to work for IKS, conversely 27% do not have any pride in working at IKS which requires further probing.

2C) Employee Loyalty

Figure 2.4: Loyalty of employees towards IKS

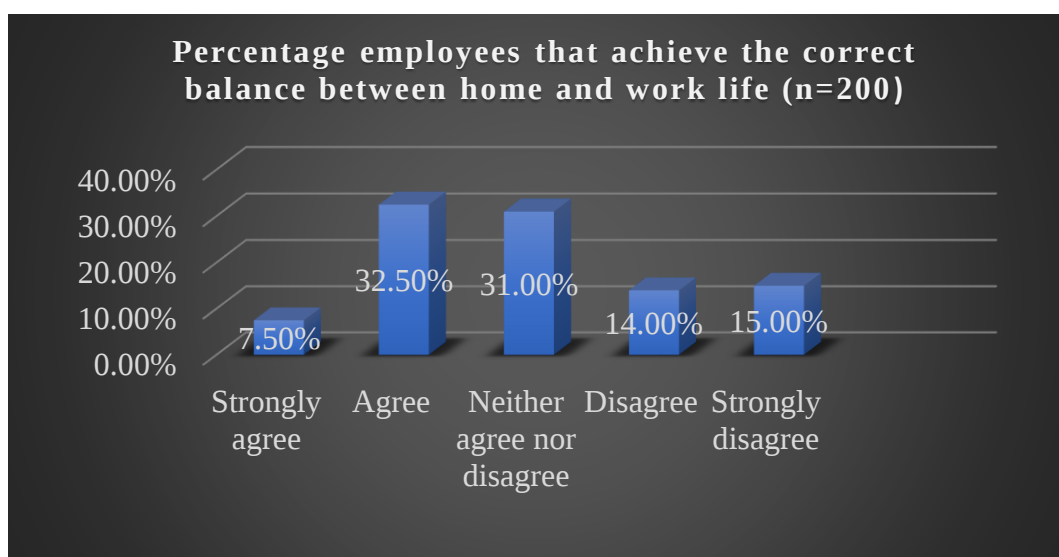


Employee loyalty can be defined as employees who are devoted to the success of their organization and believe that being an employee of this organization is in their best interest. Not only do they plan to remain with the organization, but they do not actively seek for alternative employment opportunities. Employees at IKS are most loyal towards their managers. From the survey it was evident from the respondents that they displayed more loyalty towards managers, (37.5%) The general levels of loyalty are high across the board. As per the CIPD Employee Engagement Survey (2017) findings, Four-fifths (78%) of employees have a line manager or supervisor they report to as part of their job. When it comes to satisfaction with line managers, this sits at a net score of +47.

3) Happiness

3A) Work/Life Balance

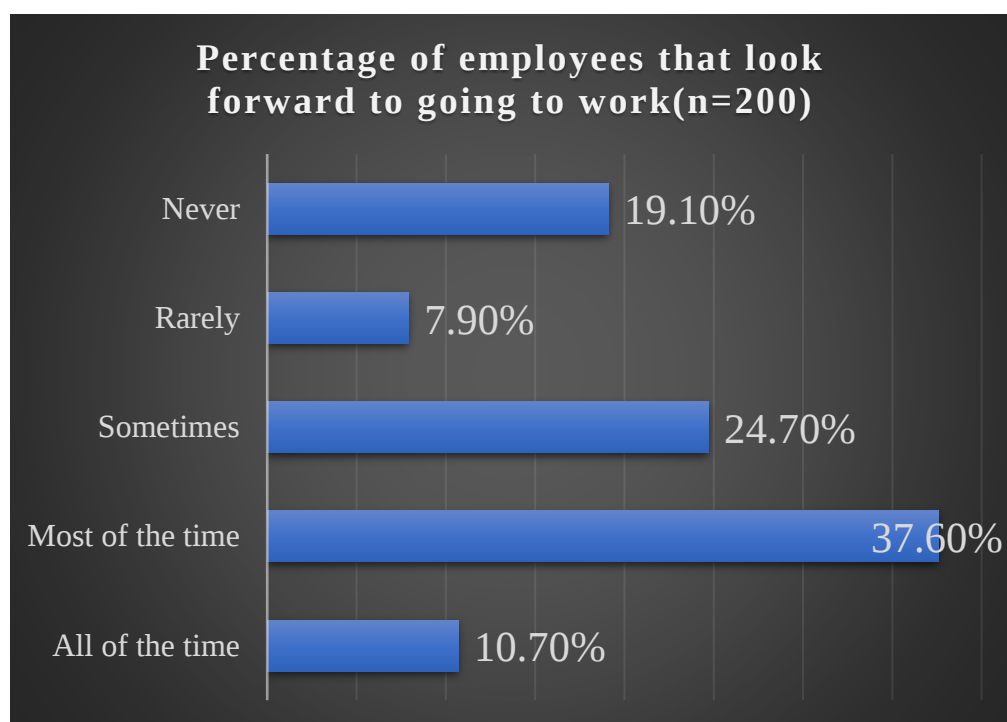
Figure 3.1: Work life balance at IKS



Maintaining a healthy work-life balance is not only important for health and relationships, but it can also improve your employee's productivity, and ultimately performance. Businesses that gain a reputation for encouraging work-life balance have become very attractive, especially when you consider how difficult it can be to retain millennials. According to CIPD's survey 2017 on employee engagement employees' ability to achieve the right balance between their work and home lives has remained stable over the last few surveys and sits at +39. In relation to IKS providing support to employees to aid them in managing their work life balance nearly 40% people are able to maintain a work life balance. However interestingly approximately equal number of employees are unable to maintain a healthy work-life balance.

3B) Looking forward to Work

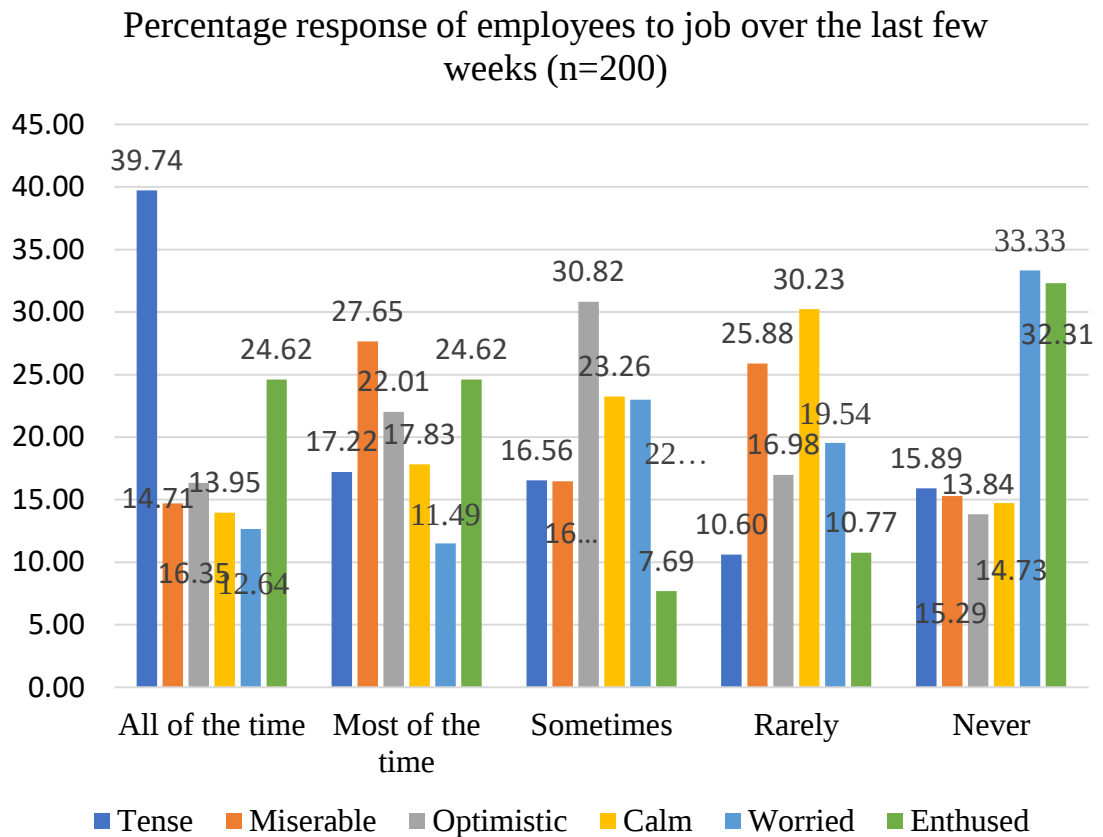
Figure 3.2: Enthusiasm about work in employees



When the statement “How often do you look forward to going to work” was put to the respondents, 10.7% responded all of the time, 37.6% responded most/some of the time and nearly 29.8% responded that they rarely/never look forward to going to work.

3C) Emotional Responses to Work

Figure 3.3: Emotional responses at work

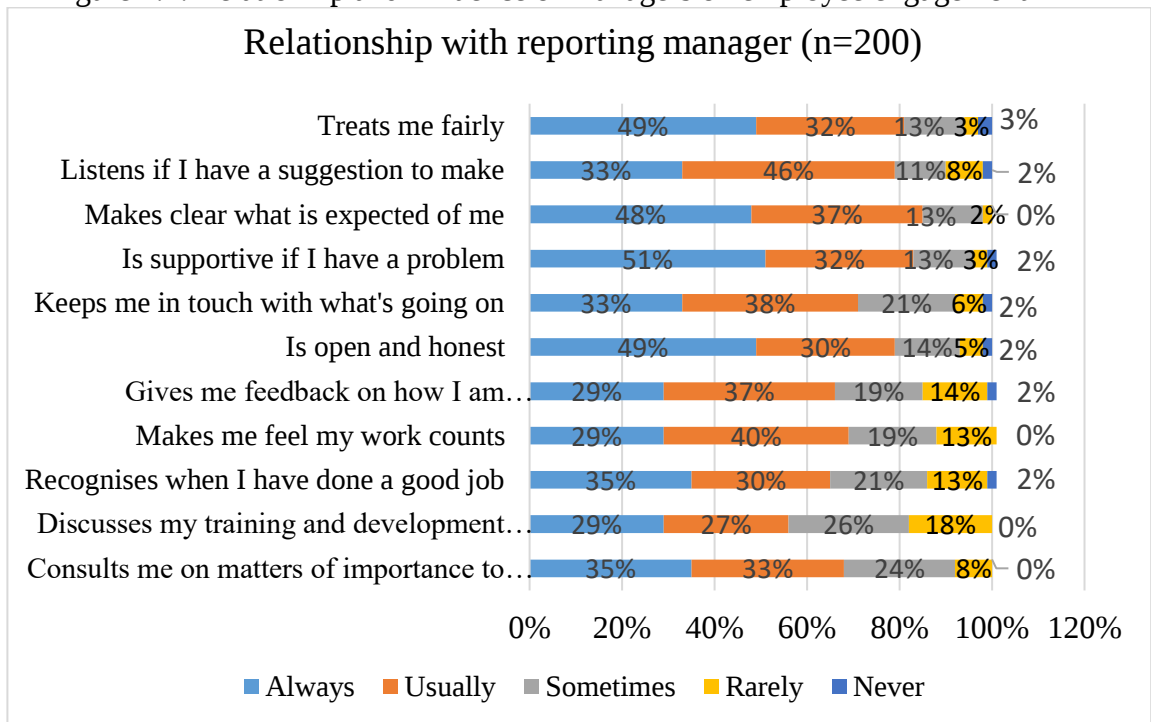


By understanding individual emotions, it can give an insight into individual behaviors which is an essential element within the performance management context. In many circumstances, individuals who have a positive feeling towards what they do will enable them to perform better. Almost 40% of employees feel stressed all the time and 27% feel miserable most of the time which are quite concerning figures.

4) Relationship with managers:

One of the key determinants of how employees feel about their role and level of performance is the treatment they receive from the management team. Supervisors, assistant managers and managers have the ability to foster and enhance or erode employee engagement.

Figure 4.1: Relationship and influence of managers on employee engagement



Nearly 32% of respondents feel as though they are not consulted on matter of importance to them which is higher than the CIPD figure of 20% who feel as though they are not consulted on matters of importance. 44% of respondents feel as though their developmental needs are not being discussed compared to 25% of employee respondents from the CIPD who feel as though their line manager dose not discuss their training and development needs. 36% of respondents feel as though they are not recognized / given praise when they have performed well in their role, where as 18% of CIPD respondents reported that they never/rarely recognize when I have done a good job. 32% of respondents feel as though their work is not appreciated by their line manager, Maslach *et al* (2001) & (Holbeche & Springett 2003), whereas 19% of respondents in the CIPD survey feel as though their line manger rarely/never makes them feel as though their work matters. 35% of respondents don't receives regular feedback on how they are performing, compared to 23% of respondents in the CIPD survey.

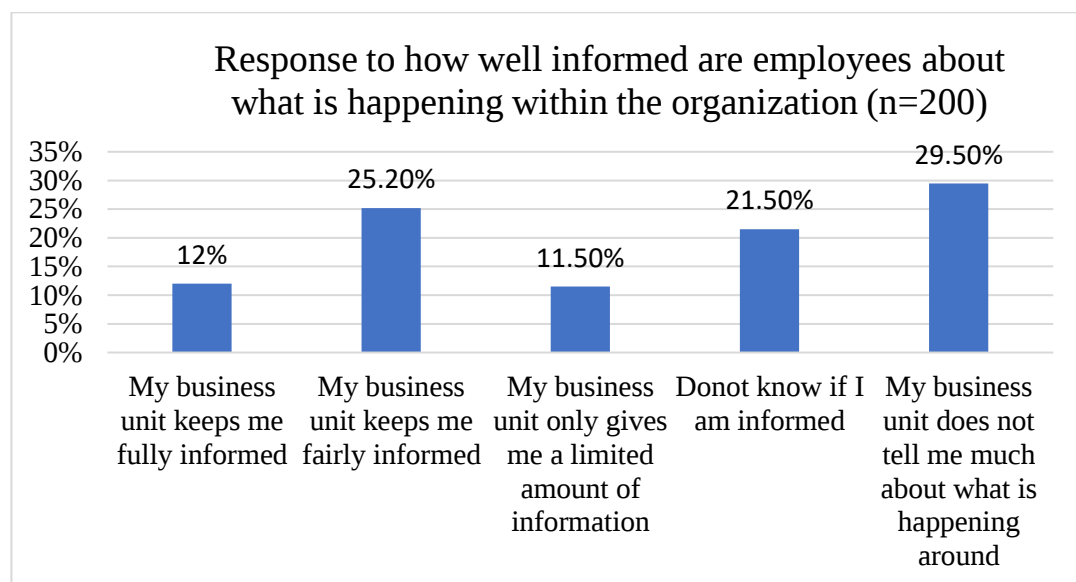
21% of respondents feel as though their line manager cannot be relied upon, whereas 20% of the CIPD respondents felt as though their line manger cannot be relied upon. 29% of respondents feel as though their line manager doesn't keep in touch with them as to what is going on in the business, compared to 24% of CIPD respondents who feel as though their line manager rarely/never keep them in touch with what is going. 17% of respondents feel as though their line manager isn't always supportive towards them if they have a problem to deal with compared to 15% of CIPD respondents who feel as though their line manager is rarely/never supportive if they have a problem. 15% of respondents feel as though their line manager does not make it clear what is expected of them, compared to 13% of

CIPD respondents who feel as though rarely/never dose their line manager make clear what is expected of them. 21% of respondents feel as though they are not listened to appropriately when they have a suggestion to make, where as 15% of CIPD respondents feel as though rarely/never are they listened to when they have a suggestion to make. 19% of respondents feel as though they are not treated fairly all the time by their line manager, where as 11% of CIPD respondents feel as though they are rarely/never treated fairly by their line manager.

5) Communication

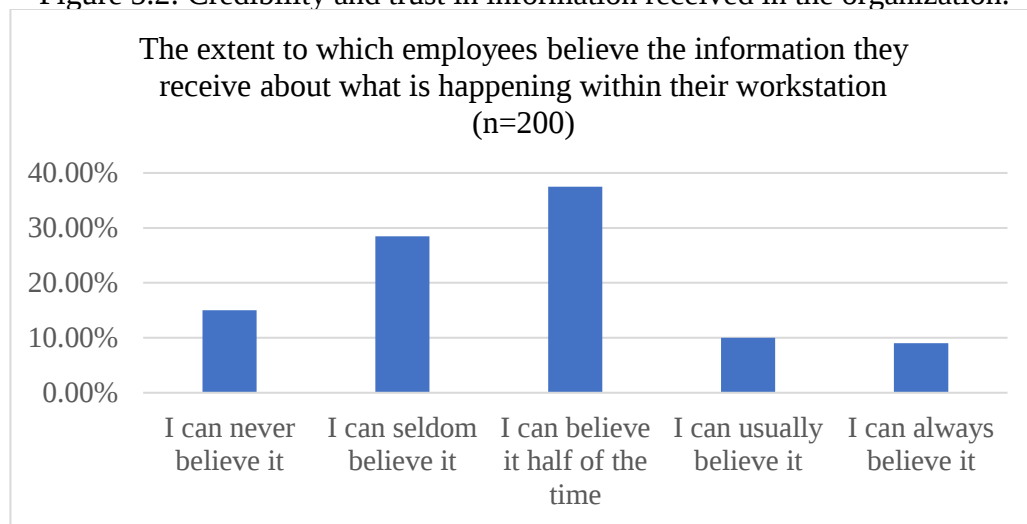
5A) Internal Communication

Figure 5.1: Information flow and employee engagement



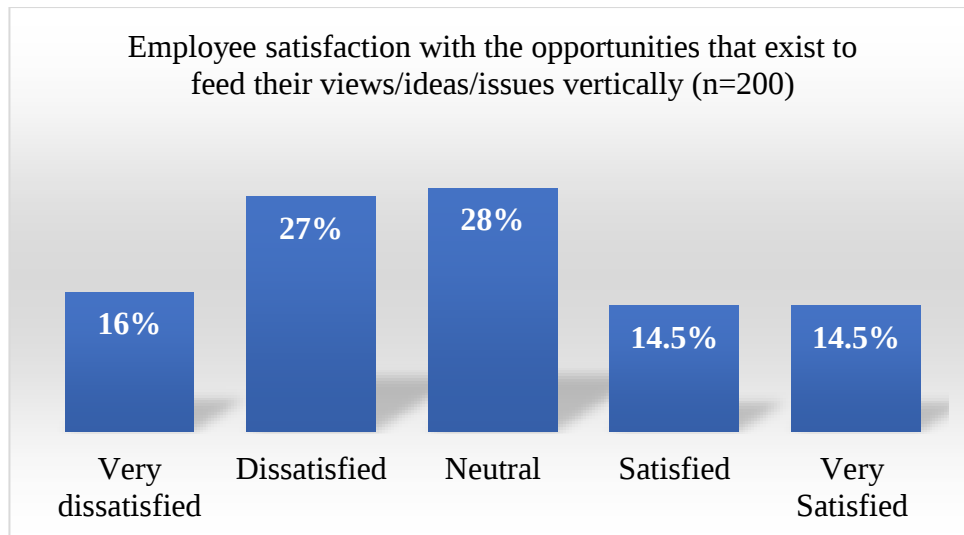
5B) Internal Communication Credibility

Figure 5.2: Credibility and trust in information received in the organization.



5C) Participation in Communications

Figure 5.3: Opportunities to communicate and interact with higher management



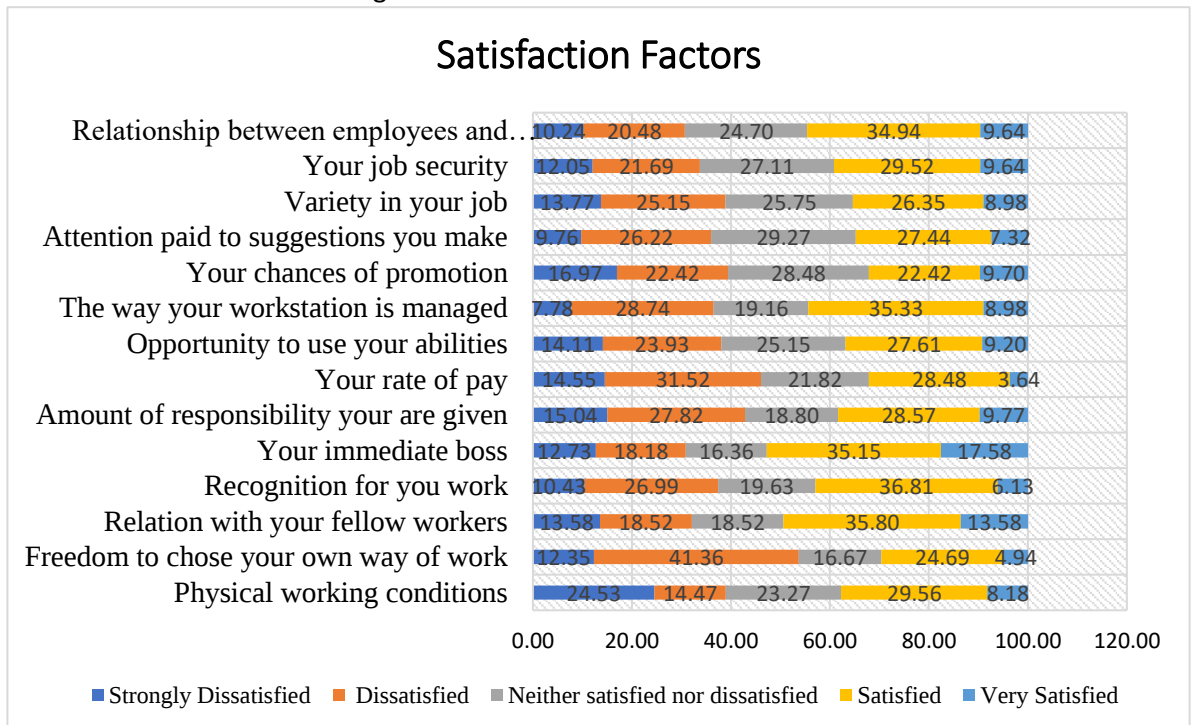
Only 43.5% of respondents believe the information that is disseminated in relation to what is going on within the organization, which is lower than the CIPD engagement report of 61%. However, 37.5% of respondents stated that they can only believe about half of the information given to them in relation to what is going on within the business. Interestingly 12% employees responded that the business kept them fully informed, while 26.3% of employees responded that the business kept them fairly informed as to what was going on in the business. Nearly 29% of respondents were very dissatisfied / dissatisfied with the chance to feed their views, ideas and issues upwards.

6) Job Satisfaction

Figure 6.1 Job satisfaction level at IKS



Figure 6.2: Job satisfaction factors



It can be seen from the above chart that respondents derive the main components of their job satisfaction from:

Table 5.1 Job satisfaction factors at IKS

Satisfaction factor	%
Your immediate boss	52.7%
Relation between co-workers	49.3%
Relation between employee and manager	45.5%
The way workstation is managed	44.2%
Recognition of work	42.9%

The main dissatisfaction factors were:

Table 5.2 Job dissatisfaction factors at IKS

Dissatisfaction factor	%
Freedom to choose way of work	53.6%
Rate of pay	46%
Amount of responsibility	42.8%
Chances of promotion	39.3%

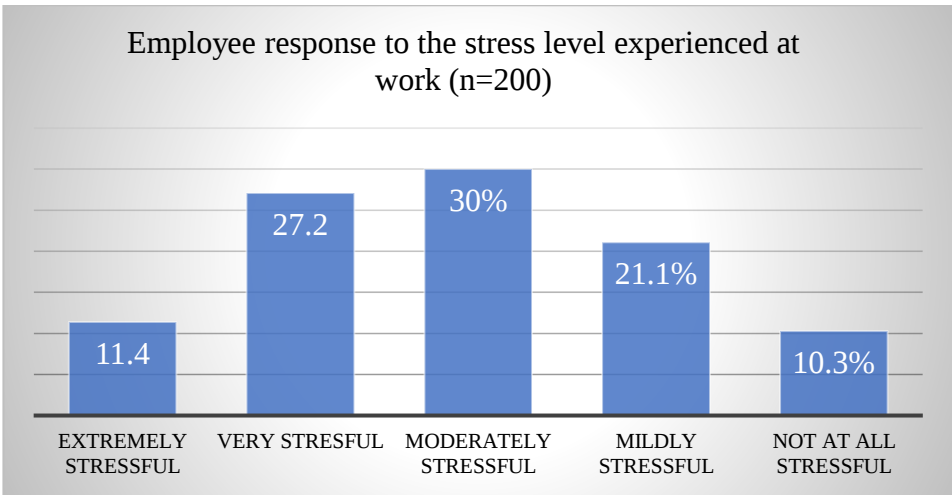
It is of interest to the organization to find out how satisfied people are with their role and work overall. IKS, as a relatively new organization has no previous data in relation

to job satisfaction. From the CIPD report (2017) the results show that 64% of respondents felt very satisfied or satisfied with their current role while 16% were very dissatisfied or dissatisfied. The findings from the survey carried out on IKS employees reveal that, 34.6% are respondents are very satisfied or satisfied with their role. Conversely, nearly 25.6% of respondents were very dissatisfied or dissatisfied with their current role in the organization

7) Wellness:

7A) Experiences of Stress and Pressure

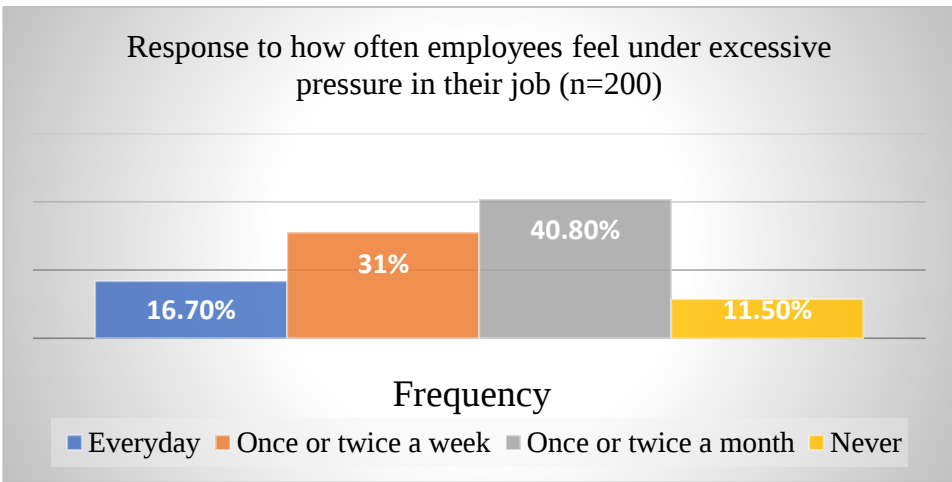
Figure 7.1 Stress level experienced by employees at IKS



Stress can have a negative impact on employee engagement and performance. 10.3% of respondents reported that they experienced no stress in their role at all, while 21.1% and 37.1% of respondents reported mild and moderate amounts of stress in their jobs respectively. 20 % and 11.4% of respondents reported very and extremely stressful elements to their role.

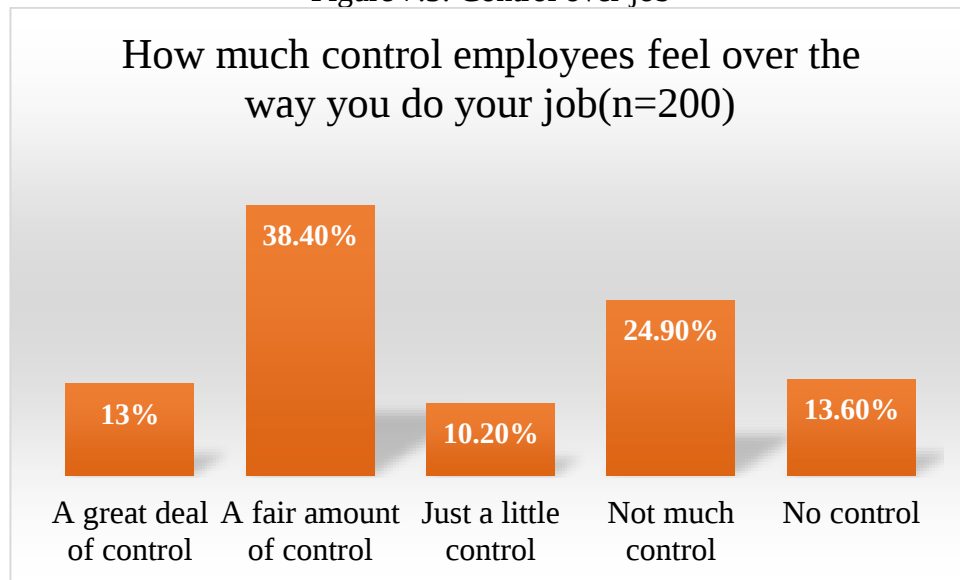
7B) How Often Respondents Felt Under Excessive Pressure

Figure 7.2: Work pressure



7C) Control

Figure 7.3: Control over job



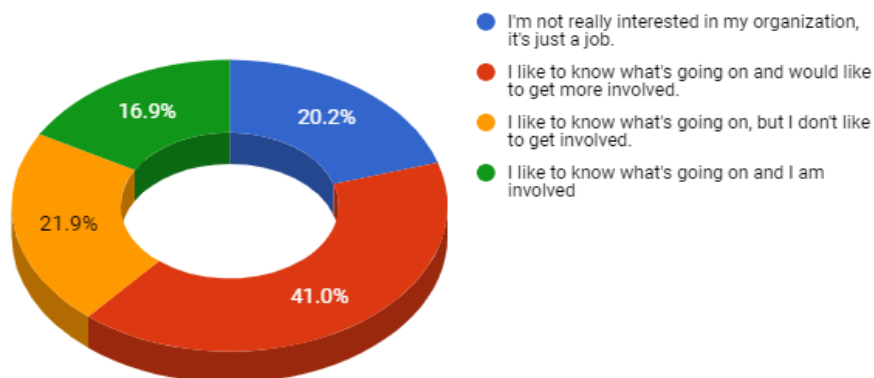
Control within a role context is an important factor relating to how people feel about their work. People who feel as though they are not in control of their work are more likely to experience stress within their role. Employees who experience increased autonomy and thus increased control are more likely to have lower work-related stress levels. 51.4% of respondents reported a great deal or a fair amount of control in relation to how they do their work.

1. 41.1 % of respondents experience high or excessive amounts of pressure.
2. 40.8 % of respondents experience stress once or twice a month.
3. 16.7% of respondents experience stress every day.

8) Involvement in Organization

Figure 8.1: Respondents Opinion on working for IKS

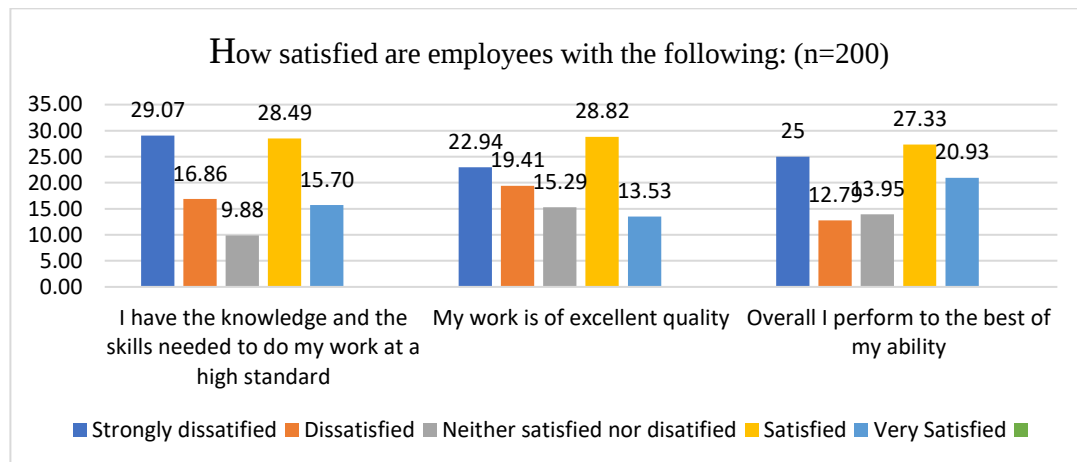
Which of these statements best describe your views on working with IKS?



72% of respondents like to know what is going on within the organization and are currently involved or would like to get more involved. 7.4% of respondents are not interested in getting involved and merely view their role as just a job. Looking at involvement within the organization by level, 38.8% of managers like to know what is going on within the organization and are well informed or would like to better informed. However, 20.2 % of employees are not interested in the organization and see their role as just a job.

9) Individual Performance

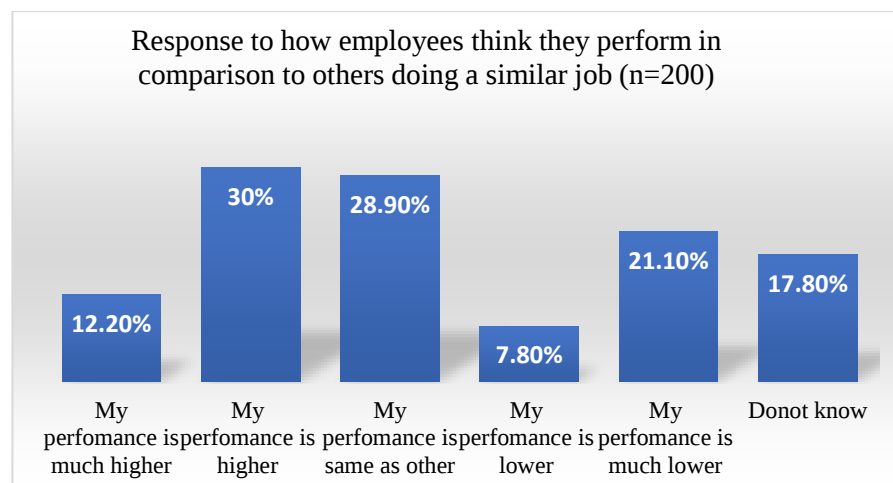
Figure 9.1: Individual satisfaction Factors



The respondents were asked to rate their performance under three headings. The first heading was, “I have the knowledge and skills that I need to do my work to a high standard”, which 44.9% of respondents were satisfied or very satisfied with, which is over the CIPD (2017) survey figure of +49. When the respondents were asked about the standard of their work, 44.19% were very satisfied or satisfied and 48.6% of respondents were very satisfied or satisfied that they were performing their role to their best of their ability.

9B) Performance Perspectives

Figure 9.2: Performance comparison with peer



42.2 % of respondents feel that their performance is much higher than their co-workers.

10) Job seeking:

Figure 10.1: Career path in IKS in future

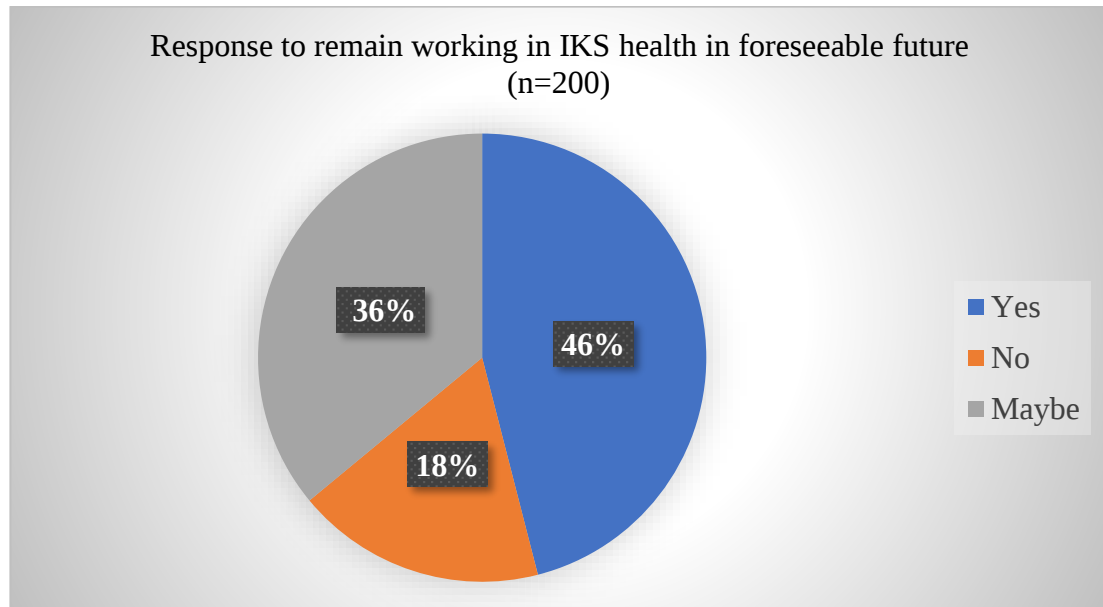
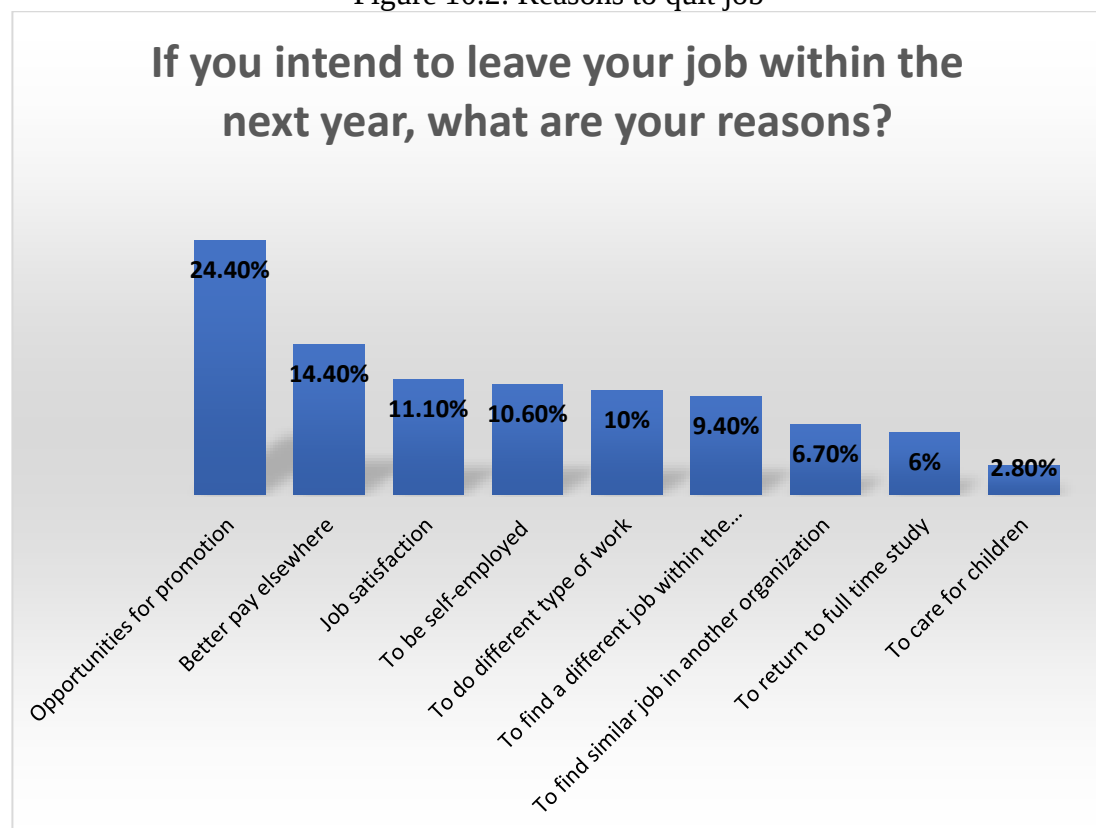


Figure 10.2: Reasons to quit job



56.2% of respondents are unsure about their future at IKS whereas nearly 9.6% of the respondents didn't see themselves with IKS in the foreseeable future.

22.8% of employees are actively looking in the market for new employment, while 39.4% of respondents are looking to gain upward promotion with the organization. 7.2% are looking to stay where they are in their current role. The survey was sectioned into nine elements to analyze as many aspects of the individual employer employee relationship. The ten elements were: Personal performance, future orientation, happiness, advocacy, relationship with managers, communication, involvement, wellness, and job satisfaction.

6.0 Discussion and Recommendations:

The outcomes from this study will give IKS the information to develop improved interventions to increase employee's engagement.

1) Organizational-level actions:

Employees are more likely to be engaged when they feel that their organization values and respects them as individual human beings and perceives that the organization is endeavoring to meet their psychological needs and desires. Alongside the engagement indicators, the 'health, work life balance and wellbeing at work' section would be useful to examine here (Fig 3.1-3.2 and 7.1-7.3). If a significant proportion of employees feel that the organization has not met their basic health, safety and wellbeing needs through its policies and practices; and perceive that they are unable to communicate these needs adequately or safely to the organization, then they may feel a lack of engagement. Therefore, for an organization with these issues, an engagement strategy may be tailored towards creating *more consistent, clearer, and fairer policies and practices designed to meet the health, safety and wellbeing needs of its workforce.*

Nearly 57.2% of respondents reported moderate to very stressful elements to their roles, with 40.8% of respondents experiencing feelings of stress once or twice a month. Going forward, in the researcher's opinion the subject of work related stress should be investigated further by managers within the specific groups. Daily targets are the main reason of stress amongst VSs whereas TLs must accommodate provider's preference and are under daily team performance pressure. *Introducing "Live Buddy Scribes" nominated from the same team who can share the VS's workload when he/she is going live. "Shadow TL" concept can work to relieve the TLs burden while he/she undergoes new provider onboarding process. The proxy can manage the team while the TL is aligning the provider.*

An underlying element to may also be two-way communication. NHS Employers (2013) view good communication as "key to maintaining an engaging culture within an organization, whether this is from senior leaders keeping staff informed of business developments to managers telling their staff about things that affect their work". Involving employees within higher-level decision-making and organizational

processes. Employees are more likely to be engaged when they feel that they can input into decisions or changes that may affect their work and perceive that senior managers will listen and act on their views and suggestions. Alongside the engagement indicators, the scores from the 'Communication' section would be useful to examine here (i.e. Fig 5.2-5.3). If, on average, employees perceive that their senior managers do not involve staff in decisions and are ineffective and uncommitted to their care and feel unable to raise concerns to higher levels of management, then employees may feel low levels of engagement. An organization suffering with such issues may want to *focus their engagement strategy on improving internal communication practices, developing senior managers' capabilities to involve and communicate with employees about decisions that affect them, and building formal processes through which employees can give feedback, raise concerns or make suggestions to higher levels of management.*

Internal communication at IKS across the board needs improvement as only 12% of respondents say that their business unit keeps them well informed. 21% of respondents feel as though they are not listened to appropriately when they have a suggestion to make. Managers need to ensure that the communication channels are fully open to all employees, and that they understand and believe the information that is being disseminated from head office.

The study recommends a weekly "Buzz to fuss" communications update meeting to cover downward communication and to deal with queries from employees as to content or impact any downward communication will have on their role.

2) Team/Workgroup-level action:

Developing line management capabilities to provide supportive and empowering supervision as well as to demonstrate inspirational leadership behaviors. Engagement may be particularly boosted when line managers are able to communicate to their staff the wider meaning and significance of their work to the organization and to patients; and when line managers provide their staff with the resources, information and equipment needed to perform their jobs well. Alongside the engagement indicators, the scores from the 'Relationship with manager' (Fig 3.1-3.2). If on average, employees feel that they do not have adequate resources or equipment to do their jobs, feel unable to provide a meaningful and high-quality service to client, and feel that the organization does not prioritize the care of employees, then they are likely to experience low levels of engagement. 32% of respondents feel as though they are not consulted on matters of importance to them and 35% of respondents don't receive regular feedback on how they are performing. Employees at IKS are most loyal towards their managers at 37.1%. Therefore, enabling and empowering employees to perform well in their jobs and to deliver a high quality, meaningful service may be especially important. *An organization's engagement strategy may, therefore, focus on these elements by raising the competencies and capabilities of line managers, so that they are able to enable and empower their direct reports.* These aspects are largely covered by two factors (i.e. great management and making every role count) within the staff engagement framework (see www.nhsemployers.org).

Strengthening the relationships and sharing of resources within workgroups and departments. 17% of respondents feel as though their line manager isn't always

supportive towards them if they have a problem to deal with and 19% of respondents feel as though they are not treated fairly all the time by their line manager. Teams may be able to develop a strong climate of engagement by supporting, trusting and encouraging one another. Employees that feel that their workgroup/team does not communicate well and does not share the same goals, or have experienced discrimination, harassment, bullying, abuse or violence whilst at work may not be highly engaged. Therefore, organizations with these issues may want to *focus on developing an engagement strategy that focuses on fostering a positive social climate and sense of team identity.*

36% of respondents feel as though they are not recognized / given praise when they have performed well in their role and 32% of respondents feel as though their work is not appreciated by their line manager. *Interventions aimed at improving team-level recognition, reward and performance management practices may be part of this type of strategy, e.g. Star Scribe of the week. These rewards should also include monetary remuneration as Fig 10.2 reveals that most employees would leave IKS for better compensation elsewhere or from self-practice.*

3)Individual-level actions:

Opportunities for training and personal development that are focused on strengthening employees' capabilities to perform well are needed. Alongside the engagement indicators, the scores from the 'Individual Performance' section may be useful to examine here (Fig 9.1-9.2). 21.1% respondents feel that their performance is much lower than their co-workers.

If a notable proportion of employees have not received or had access to training or a development review in the last 12 months; are viewing the training and development opportunities they have received as not helping them to perform better; and are feeling that such opportunities are of little value or are unrelated to their job, then this could be limiting their level of engagement. In addition, West and Dawson (2012) found that good quality appraisals significantly boosted engagement levels within organization. 44% of respondents feel as though their developmental needs are not being discussed. *Therefore, increasing the access and quality of training, learning and development via good quality appraisals and one-to-ones could be an important aspect within an engagement strategy for IKS.*

Personal development is a core part of the staff engagement star; a framework to improve staff engagement. Redesigning or reconfiguring job roles to increase intrinsically motivating elements. In addition, discussing the individual's job role preferences and interests, perhaps through one-to-one sessions or supervisions, and how the organization can better meet these, such as by expanding the job role or developing a career progression plan.

Alongside the engagement indicators, the scores from the 'job satisfaction' sections (Fig. 6.1-6.2) may be useful to examine here (i.e. If, on average, employees perceive that they do not have clear and achievable goals, feel generally unsupported and unrecognized by others around them, perceive that they do not have a lot of choice over how they work and have little responsibility for their work; then employees may not be engaging in their work as fully as they could be. 20.2 % of employees are not

interested in the organization and see their role as just a job.

Therefore, improving the setting and implementation of work goals, the rewards, and the autonomy and responsibility given to employees, may form a crucial part of an engagement strategy for an organization experiencing these problems. *IKS needs to schedule regular developmental meeting with their staff to access how they are developing within the role as to ensure they do not plateau. Team leaders need to ensure that all VSs know what is expected of them and that regular feedback is given to them, as well as treating all employees fairly and explain variations in treatment as perceived unfair treatment can result in disengagement.*

The freedom to choose own way of work within the role was also a source of dissatisfaction which was coupled with a lack of promotional opportunities as employees began to disengage with the tasks they already knew. To negate this feeling of boredom within a shift, management could structure the tasks on a rotation basis so as to give each employee the maximum variety in their shift as opposed to being at a still for 9 hours. To combat amount of responsibility TL should be given a team where only one person should not be burdened with live cases. Minutes should be divided amongst all VSs equally.

It is important for IKS to hold onto employees, as a constant turnover of staff can lead to a drain in the tacit knowledge of the organization as well as constant dips in productivity as new people constantly have to be trained up. The top 2 reasons to quit are to be self-employed and better pay. *IKS HR team need to devise a set of competencies which employees can be measured against to determine their appropriateness for promotion and better remuneration.* The competencies can be complimented by regular performance reviews and personal development plans between the manager and his/her staff.

4) Technology:

Alongside the engagement indicators, the scores from the 'Advocacy' section may be useful to examine here. 37.1% of respondents would speak highly of IKS with being asked thus they are the true champions of the organization and 45% would recommend IKS as an employer to job seeking people. A blog post written by an employee is much more likely to be shared on their own personal networks, which gives your content much more visibility. *IKS should encourage blog writing and sharing individual experiences and success stories to increase engagement should be encouraged.* Gamifying the experience and providing incentives.

Conclusion

There is now a wider array of measurement techniques with which to assess trends in engagement and associated approaches to effect some change. Thus, aspiration can more feasibly be translated into action.

IKS employees are 43% engaged on cognitive dimension, 38% are emotionally engaged and 44.5% are physically engaged.

The study concluded that physical engagement levels are highest amongst employees followed by cognitive and emotional engagement respectively. The results are in sync with the previous research conducted on employee attitude which found that levels of physical engagement were higher than for the other two dimensions of engagement. Over one third employees are passive or open to engagement and should be focused upon. Engaged employees are more likely to act as organizational advocates than disengaged employees and can play a powerful role in promoting their organization as an employer of choice.

The topic of employee engagement continues to show significant promise as an area for research and practice for better organizational outcomes.

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Engagement Questionnaire for IKS Employees

YOUR WORKING LIFE

Q1 When you get up in the morning, how often do you really look forward to going to work?

- All of the time
- Most of the time
- Sometimes
- Rarely
- Never

Q2a Thinking about the last few weeks, how much of the time has your job made you feel each of the following?

- | | Tense | Miserable | Optimistic | Calm | Worried | Enthused |
|------------------|-------|-----------|------------|------|---------|----------|
| All of the time | | | | | | |
| Most of the time | | | | | | |
| Sometimes | | | | | | |
| Rarely | | | | | | |
| Never | | | | | | |

Q3 Please state the extent to which you agree with the following statements about your work.

- | | Strongly
Disagree | Disagree | Neither
agree nor
disagree | Agree | Strongly
Agree |
|---|----------------------|----------|----------------------------------|-------|-------------------|
| My job activities are personally meaningful | | | | | |
| The work I do on my job is of value to me | | | | | |
| The work I do on my job is of value to IKS | | | | | |

YOUR EMPLOYER

Q4 Now please talk about IKS.

How would you speak of this organization as an employer to people outside the organization?

- I would speak highly of my organization without being asked
- I would speak highly of my organization if asked
- I would be neutral towards my organization
- I would be critical of m organization if asked
- I would be critical of m organization without being asked

Q5 Are you proud to tell people who you work for? Would you say you are:

- Very proud indeed
- Proud
- Quite Proud
- Not very proud
- Not proud at all

Q6 Which of these statements best describes your views on working for IKS? PLEASE TICK

- I'm not really interested in my organization, it's just a job
- I like to know what's going on, but I don't like to get involved
- I like to know what's going on and would like to get more involved
- I like to know what's going on and I am involved

Q7 How much loyalty would you say you feel towards your ..

	Topaz	Supervisor	Manager	Co-worker	Customer
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No loyalty at all
Only a little loyalty
Some loyalty
A lot of loyalty
Don't know

Q8 To what extent do you agree or disagree with the following:

	Strongly Disagree	Disagree	Neither agree non disagree	Agree	Strongly Agree
--	----------------------	----------	-------------------------------------	-------	-------------------

I would recommend IKS to someone who -
seeks my advice about a job opportunity
I would encourage my friends and family to do -
business with IKS

Q9 To what extent do you agree or disagree with the following statements about your job?

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
--	----------------------	----------	----------------------------------	-------	-------------------

I often think about other things when I'm
performing my job
I am rarely distracted when performing my job
I really put my heart into my job
I get excited when I perform well in my job
I often feel no emotion when I perform my job
I exert a lot of energy doing my job
I avoid working overtime whenever possible
I stay until the job is done
How I perform in my job effect how I feel
I avoid working too hard

Q10 In general would you say that your job is

Not at all stressful
Mildly stressful
Moderately stressful
Very stressful
Extremely stressful

Q11 Approximately how much of the time do you feel under excessive pressure in your job?

- Never
- Once or twice a month
- Once or twice a week
- Everyday

Q12 How much control do you feel you have over the way you do your job?

- A great deal of control
- A fair amount of control
- Not much control
- Just a little control
- No control

Q13a Thinking about the balance between your work life and your home life, to what extent do you agree or disagree with each of the following?

- I achieve the correct balance between my home and work lives
- Strongly Disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly Agree

Q13b IKS provides support to help me manage my work-life balance

- Strongly Disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly Agree

Q14 Overall, how satisfied or dissatisfied would you say you are with your current job?

- Very dissatisfied
- Dissatisfied
- Neither dissatisfied nor satisfied
- Satisfied
- Very satisfied

Q15 To what extent do you agree or disagree with the following statements about your job?

	Strongly Dissatisfied	Neither Satisfied nor Dissatisfied	Very Satisfied
I have the knowledge and skills that I need to do my work to a high standard			
My work is of excellent quality			
Overall, I perform to the best of my ability			

Q16 To what extent do you agree or disagree with the following statements about your job?

	Strongly Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied	Satisfied	Very Satisfied
The physical working conditions					
The freedom to choose your own way of working					
Relations with your fellow workers					
The recognition you get for good work					
Your immediate boss					
The amount of responsibility you are given					
Your rate of pay					
Your opportunity to use your abilities					
The way YOUR station is managed					
Your chances of promotion					
The attention paid to the suggestions you make					
The amount of variety in your job					
Your job security					
Relations between employees and managers					

Q17 Overall, how do you think that your performance at work compares with others doing a similar job?

- My performance is much lower
- My performance is lower
- My performance is about the same as other people in a similar role
- My performance is higher
- My performance is much higher
- Don't know

Q18 To what extent do you agree or disagree with the following statements about your job?

	Always	Usually	Sometimes	Rarely	Never
Consults me on matters of importance to me					
Discusses my training and development needs with me					
Recognizes when I have done a good job					
Makes me feel my work counts					
Gives me feedback on how I am performing					
Is open and honest					

Keeps me in touch with what's going on
Is supportive if I have a problem
Makes clear what is expected of me
Listens if I have a suggestion to make
Treats me fairly

COMMUNICATION AT IKS

Q19 How well informed do you feel about what is happening within YOUR STATION? PLEASE TICK

My business unit keeps me fully informed
My business unit keeps me fairly informed
My business unit only gives me a limited amount of information
My business unit doesn't tell me much about what is going on
Don't know / No opinion

Q20 To what extent do you believe the information you receive about what is happening within
YOUR STATION

I can always believe it
I can usually believe it
I can believe it about half of the time
I can seldom believe it
I can never believe it

Q21 How satisfied are you with the opportunities that exist to feed your views/ideas/issues upwards?

Very dissatisfied
Dissatisfied
Neither dissatisfied nor satisfied
Satisfied
Very satisfied

Q22 To what extent do you agree or disagree with the following:

I would be confident that, if I had a problem at work, it would be dealt with fairly
Strongly disagree
Disagree
Neither agree nor disagree
Agree
Strongly agree

Q23 Within the next year, in your job, do you intend to:

Stay where you are in your current job
Gain upward promotion to a higher level
Move to a position of similar responsibility in another area of your company
None of the above/other
Don't Know

Q24 Do you plan to remain with Topaz for the foreseeable future?

Yes
No
Don't Know

Q25 Have you ever thought about or done anything to leave your current job?

Which of following statements best describes your situation?

I have never even thought about leaving this job

I sometimes thought about leaving this job but never did

I have looked around for other jobs

I am currently in the process of looking for another job

Q26 If you intend to leave your job within the next year, what are your reasons?

To find a different job within the organization

To find another similar job within another organization

To do a different type of work

To be self-employed

To retire

To return to full time study

To care for your children

To care for other dependents

Job satisfaction

Better pay/benefits elsewhere

Opportunities for promotion

Easier/shorter journey to work

More flexible working hours

