



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

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Introduction

Employee engagement 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.

ISR Model of employee engagement:

- Cognitive engagement
- Affective engagement
- Behavioral engagement

Kahn describes engagement as the ideal situation where employees do not sacrifice either themselves or their roles at work. They are “physically involved in tasks, whether alone or with others, cognitively vigilant, and empathetically connected to others in the service of the work.”



Objectives

- To measure the level of employee engagement in IKS Health on cognitive, affective and behavioral dimensions.
- To assess the engagement of IKS Health employees on nine parameters of engagement as proposed by CIPD.



Methodology:

- **RESEARCH DESIGN:** Descriptive cross-sectional study.
- **STUDY SETTING:** IKS Health, Mumbai.
- **STUDY DURATION:** February 2018 to May 2018.
- **STUDY POPULATION:** IKS Health employees
- **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

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

- **Engaged:** All positive responses with no neutral or negative responses.
- **Passive:** Includes at least one neutral response but no negative responses.
- **Disengaged:** Includes at least one negative response.

Parameters to assess engagement as proposed by CIPD

Happiness

- Work life balance
- Enthusiasm for work
- Emotional responses at work

Individual Satisfaction factors

- Knowledge and skills
- Performance comparison with peer

Advocacy

- Employee review of organization
- Recommending organization as a workplace
- Pride in working at the organization
- Employee loyalty

Job satisfaction

Relationship with reporting manager

Job seeking behavior

Communication

- Awareness of what is happening in workplace surroundings
- Trust in information received.
- Opportunities to communicate and interact vertically

Wellness

- Stress level
- Work pressure

Results

1) Cognitive Engagement

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

2) Affective Engagement

Questions	Engaged	Percentage	Passive	Percentage	Disengaged	Percentage
Really put heart into the job	88	44	48	24	64	32
Get excited when perform 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

3) Behavioral Engagement

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

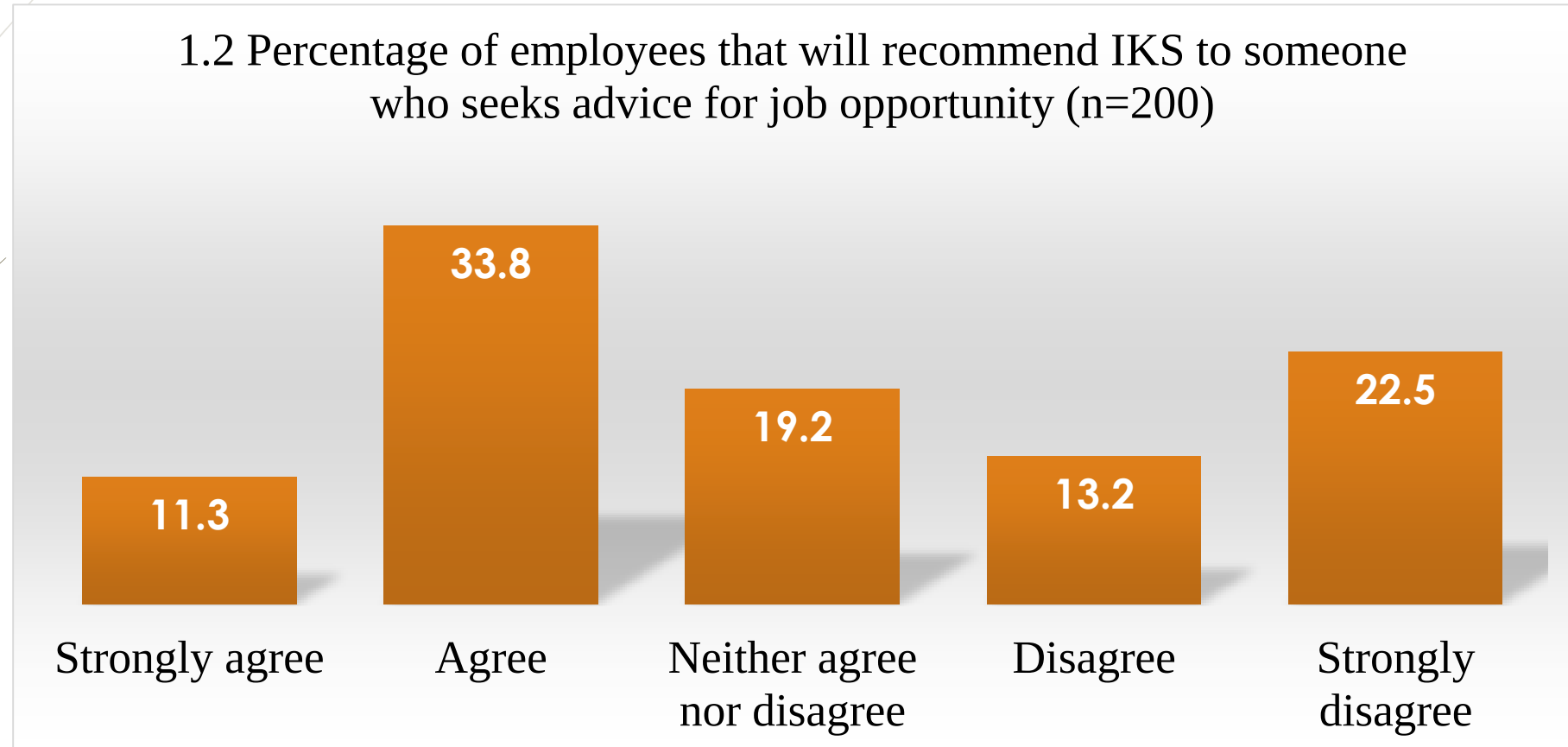
Parameters used to assess employee engagement

1) Employee Advocacy



44.5% employees will speak highly of the organization.

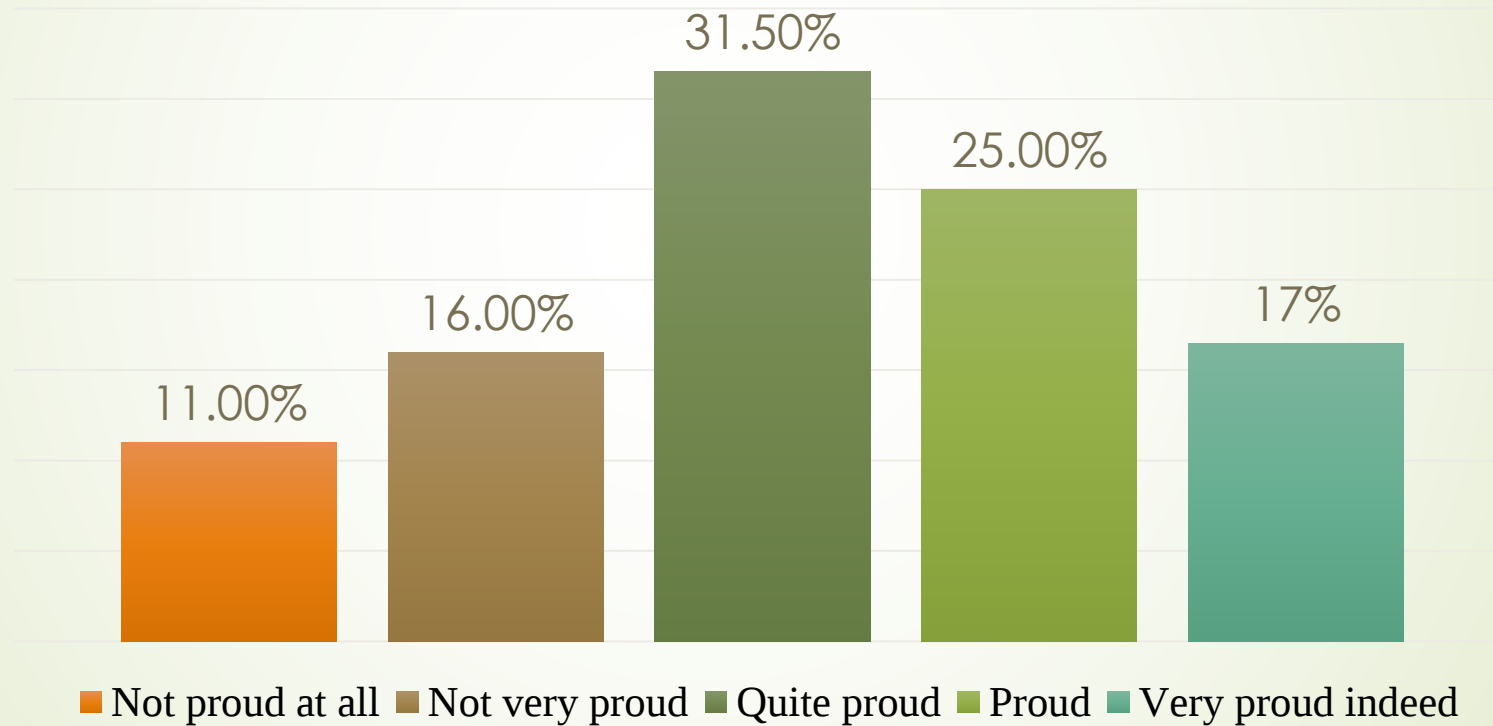
1.2 Employees that recommend IKS as a potential employer



45.2% employees will recommend IKS as a workplace

1.3 Pride in working at IKS health

1.3 Percentage of employees who are proud to tell people that they work at IKS health (n=200)



42% employees are proud to work at IKS Health

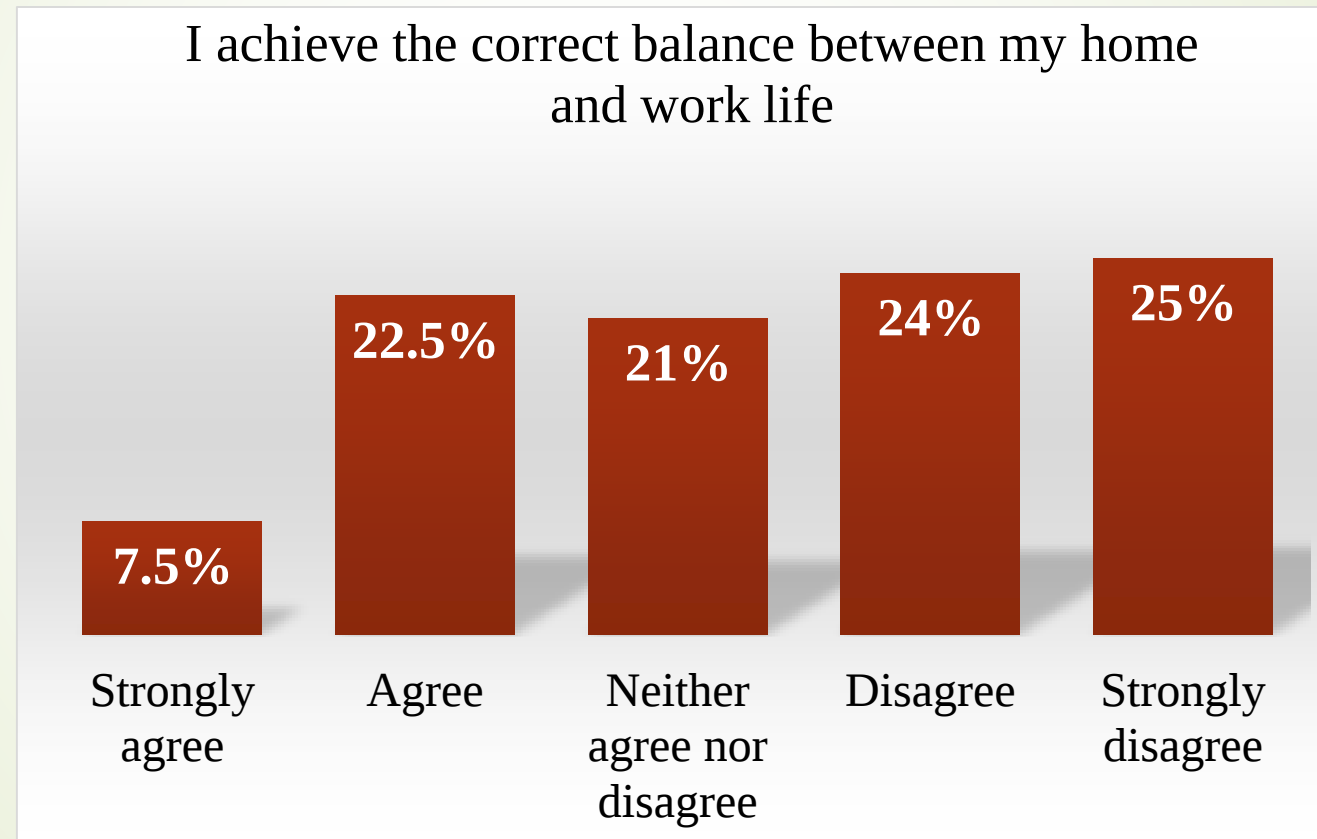
1.4 Loyalty



Maximum number of employees are loyal towards their reporting managers.

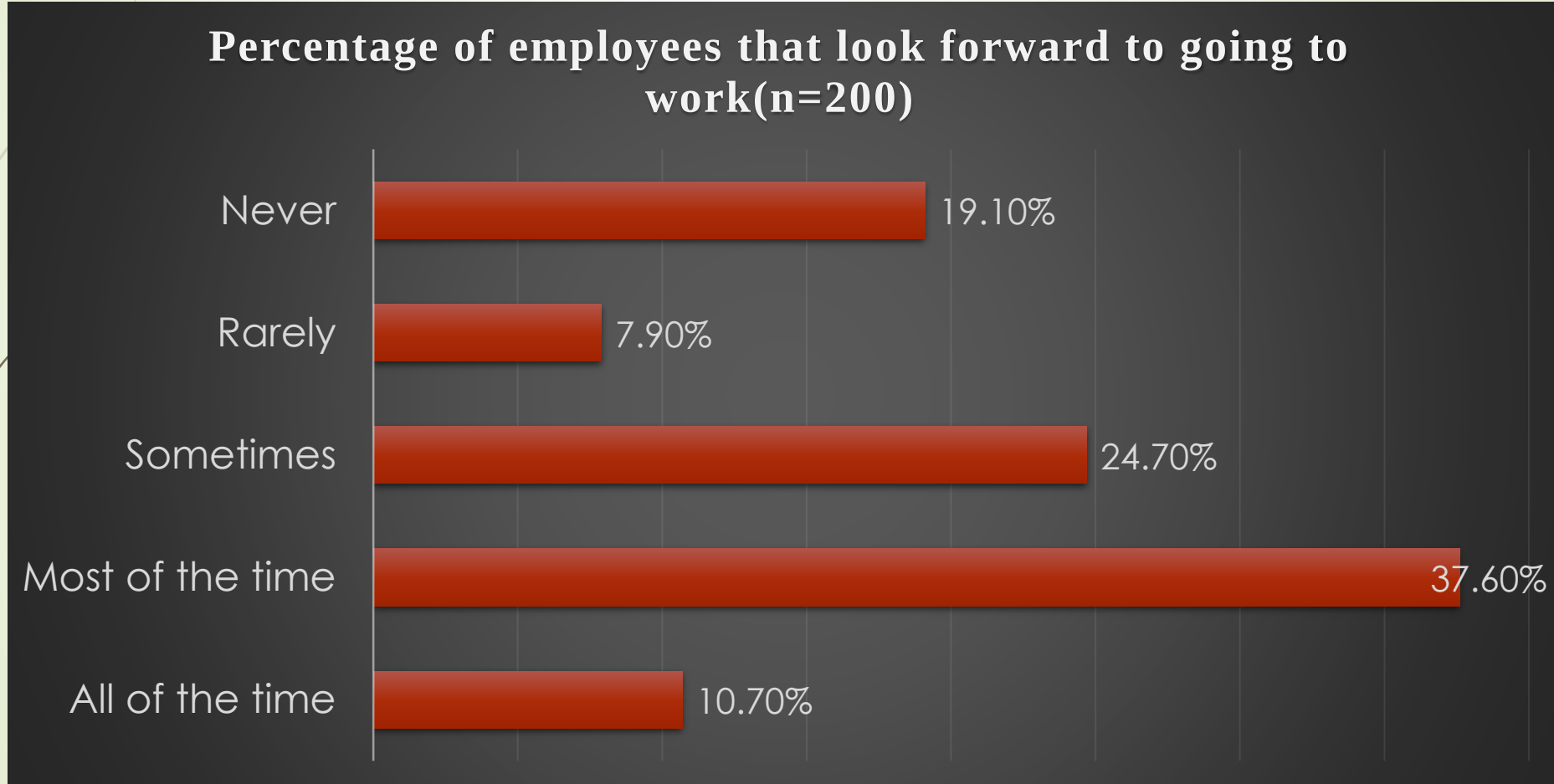
2) Happiness

2.1 Work life balance



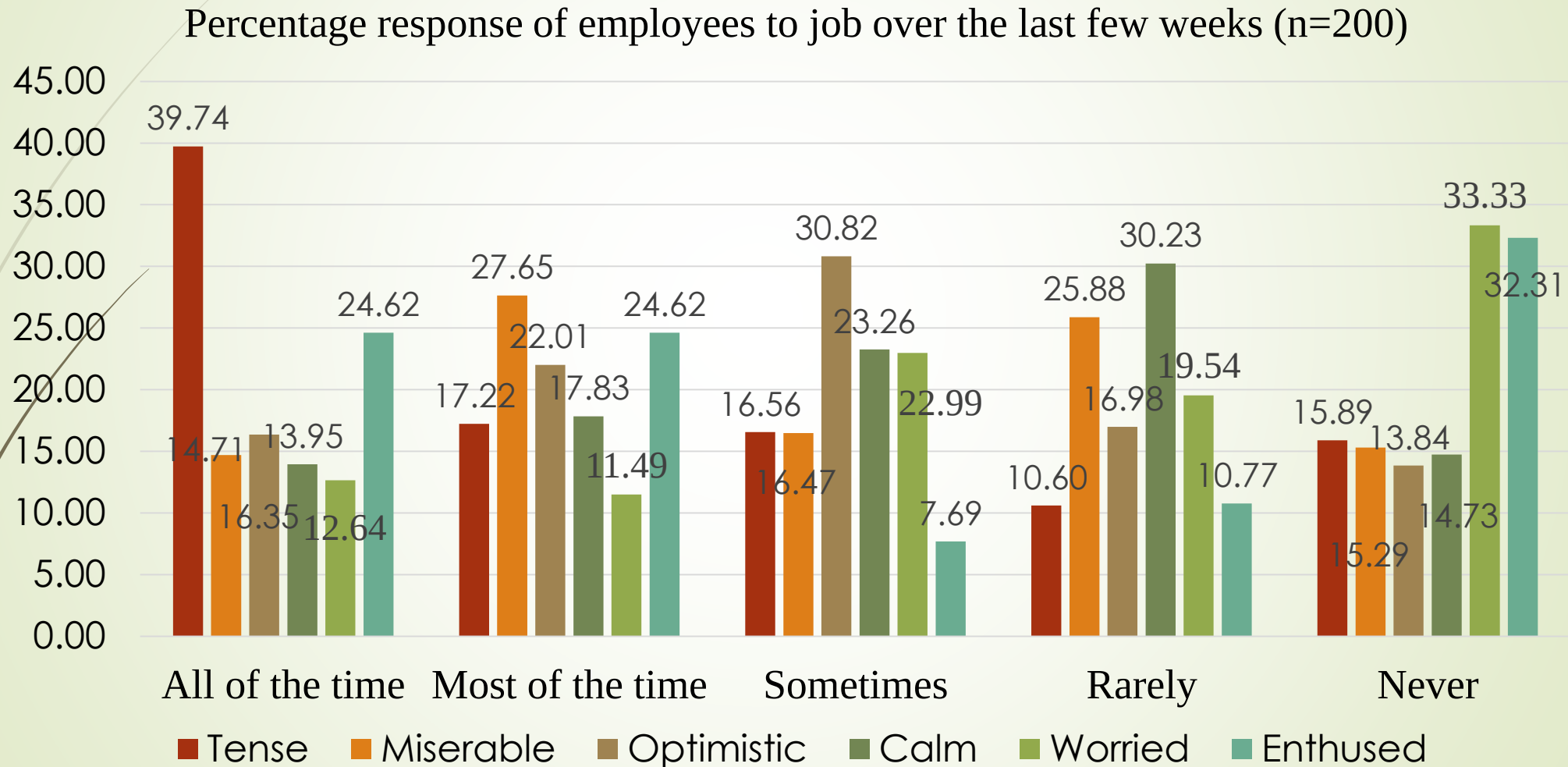
49% employees do not achieve work life balance at IKS

2.2 Enthusiasm about work in employees



48.3% employees are enthusiastic about work

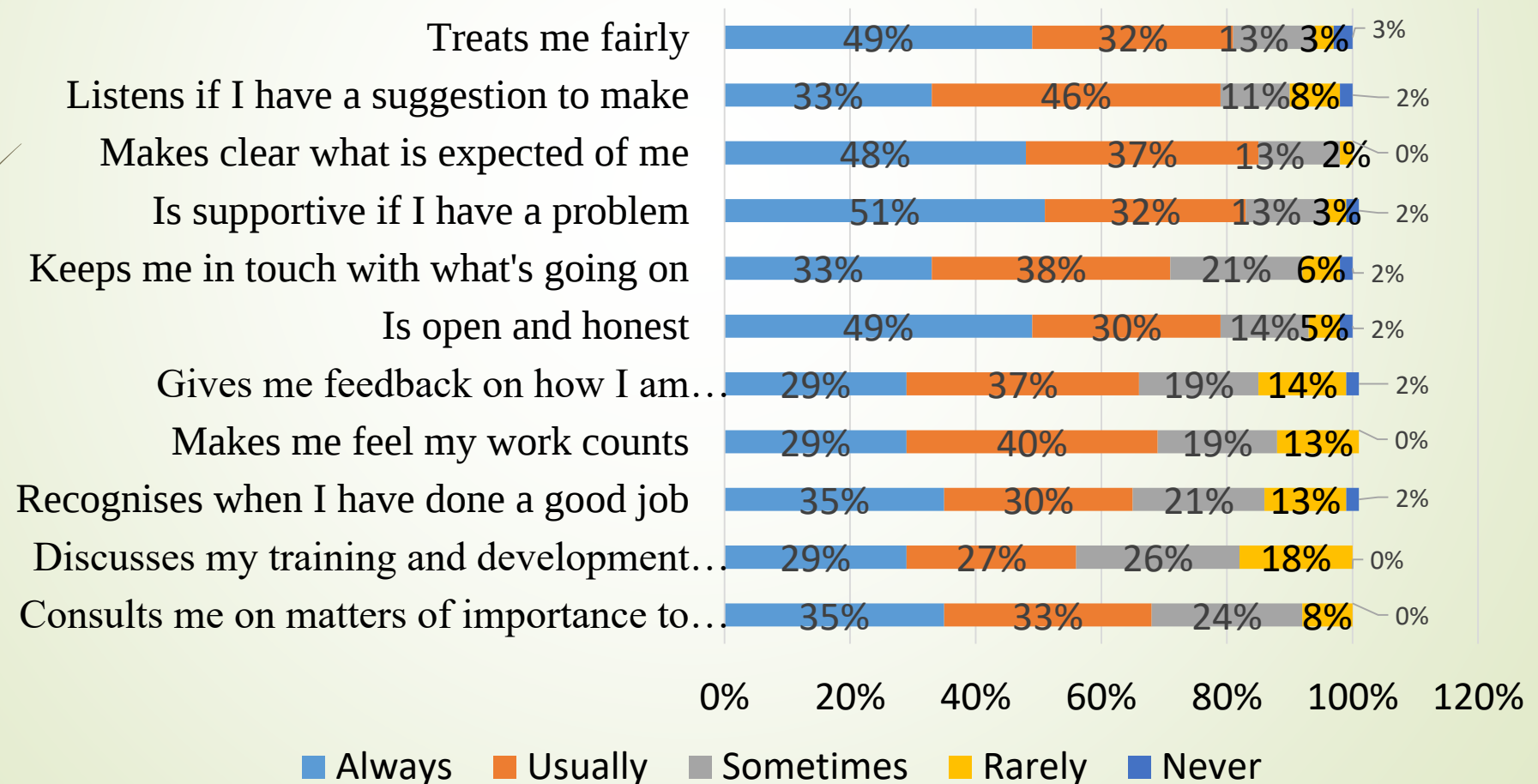
2.3 Emotional responses at work



40% employees feel tense all the time and 28% feel miserable most of the time

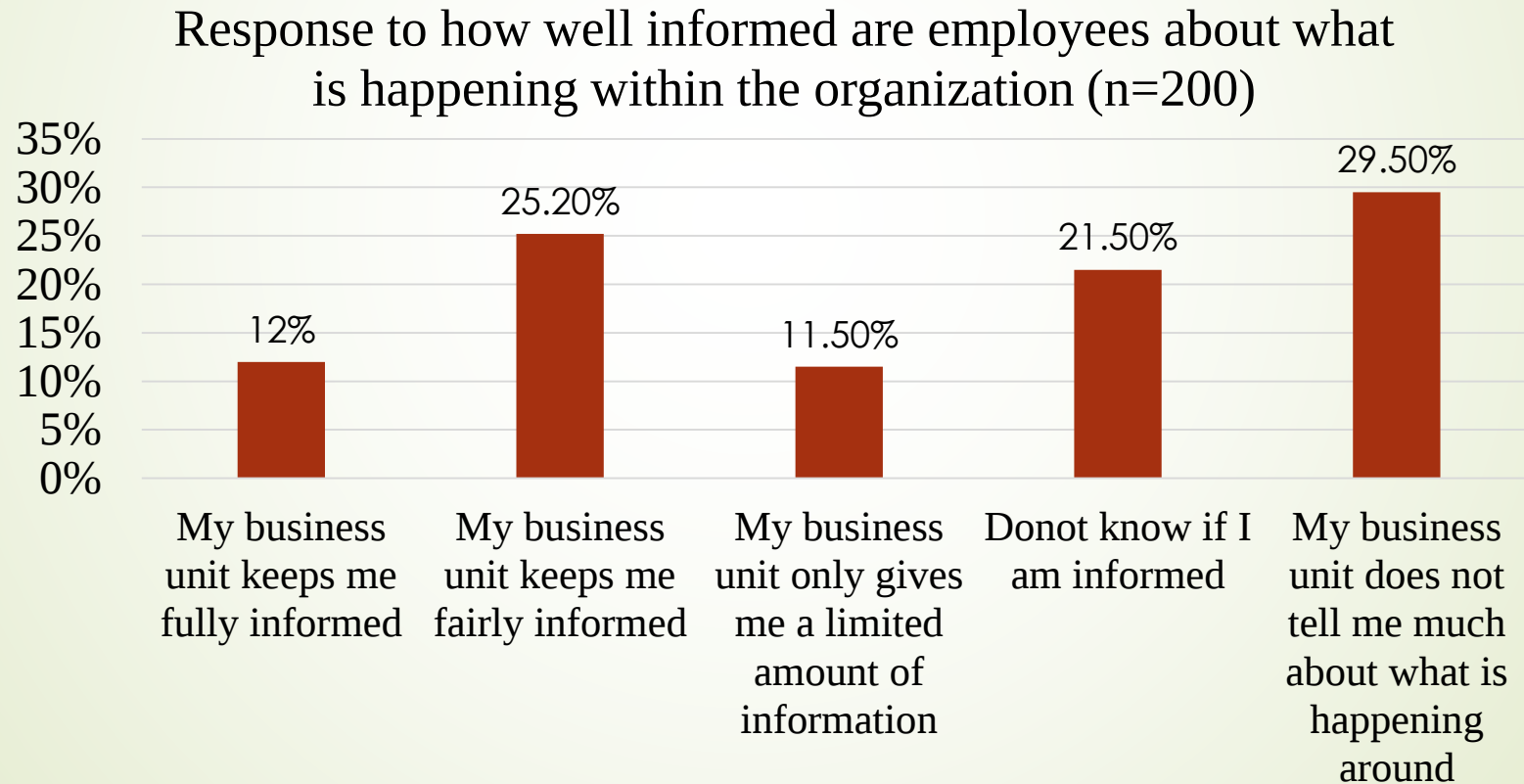
3) Relationship and influence of managers on employee engagement

Relationship with reporting manager (n=200)



4) Communication

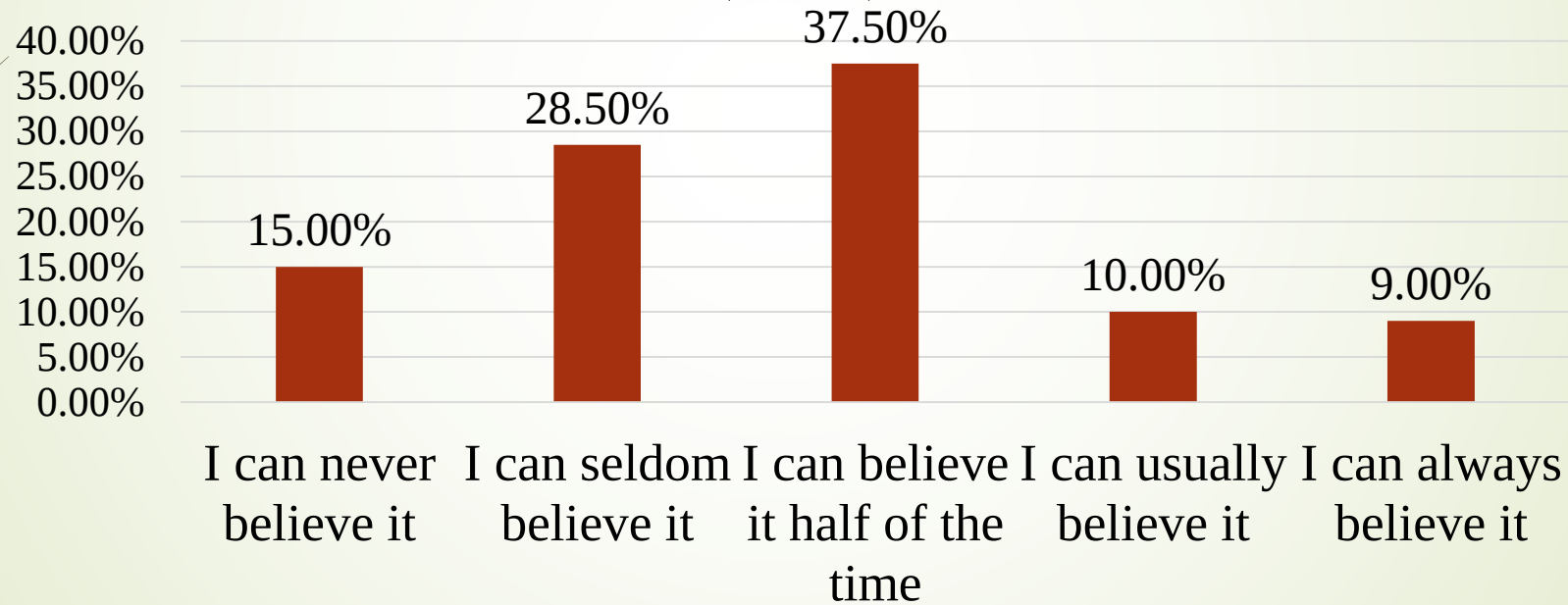
4.1 Information on what is happening within the workplace



51% people are unaware of what is happening within the organization

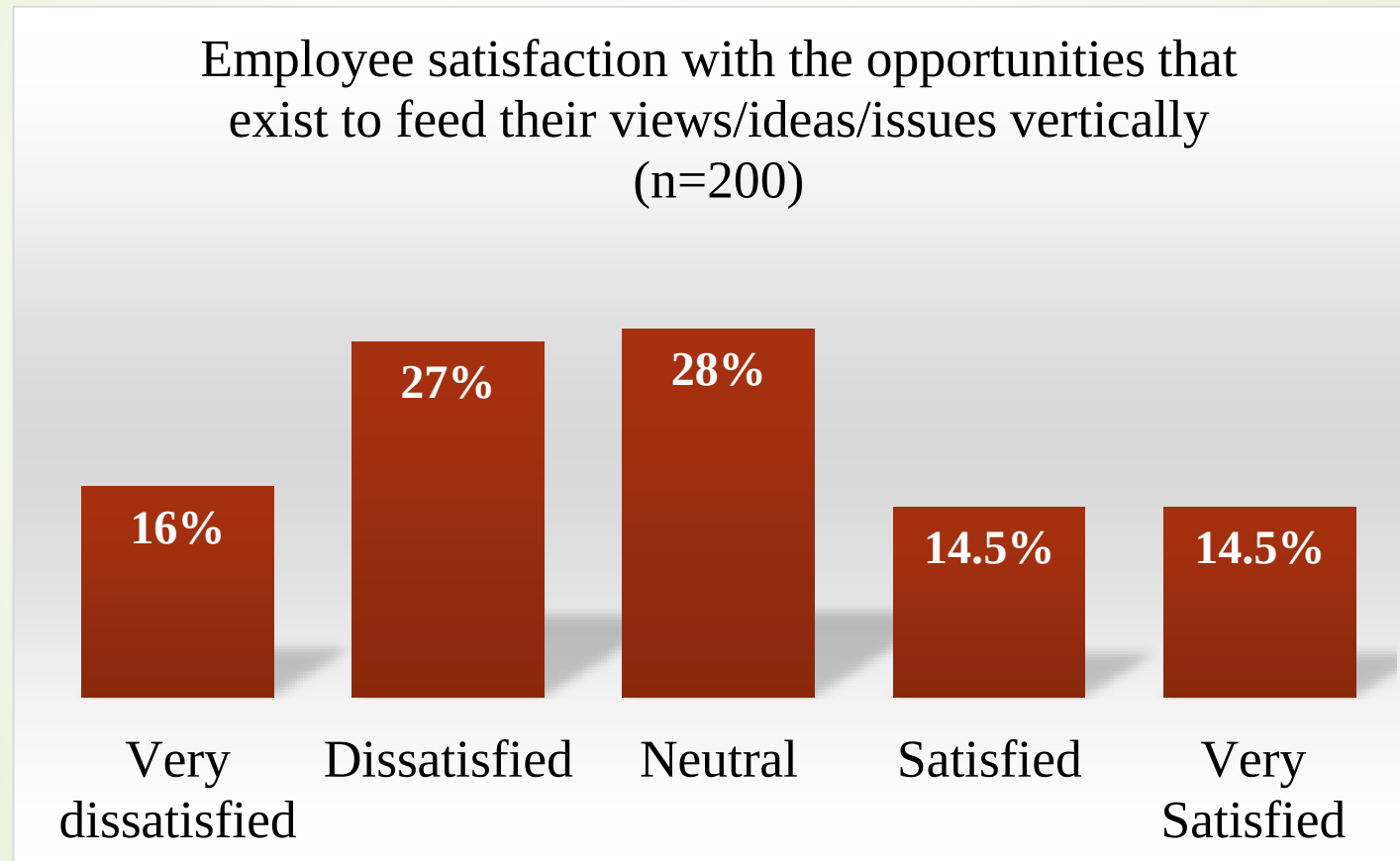
4.2 Credibility and trust in information received in the organization.

The extent to which employees believe the information they receive about what is happening within their workstation
(n=200)



43.5% employees do not trust the information received about workplace surrounding.

4.3 Opportunities to communicate and interact with higher management



43% employees expressed difficulty in reaching senior management

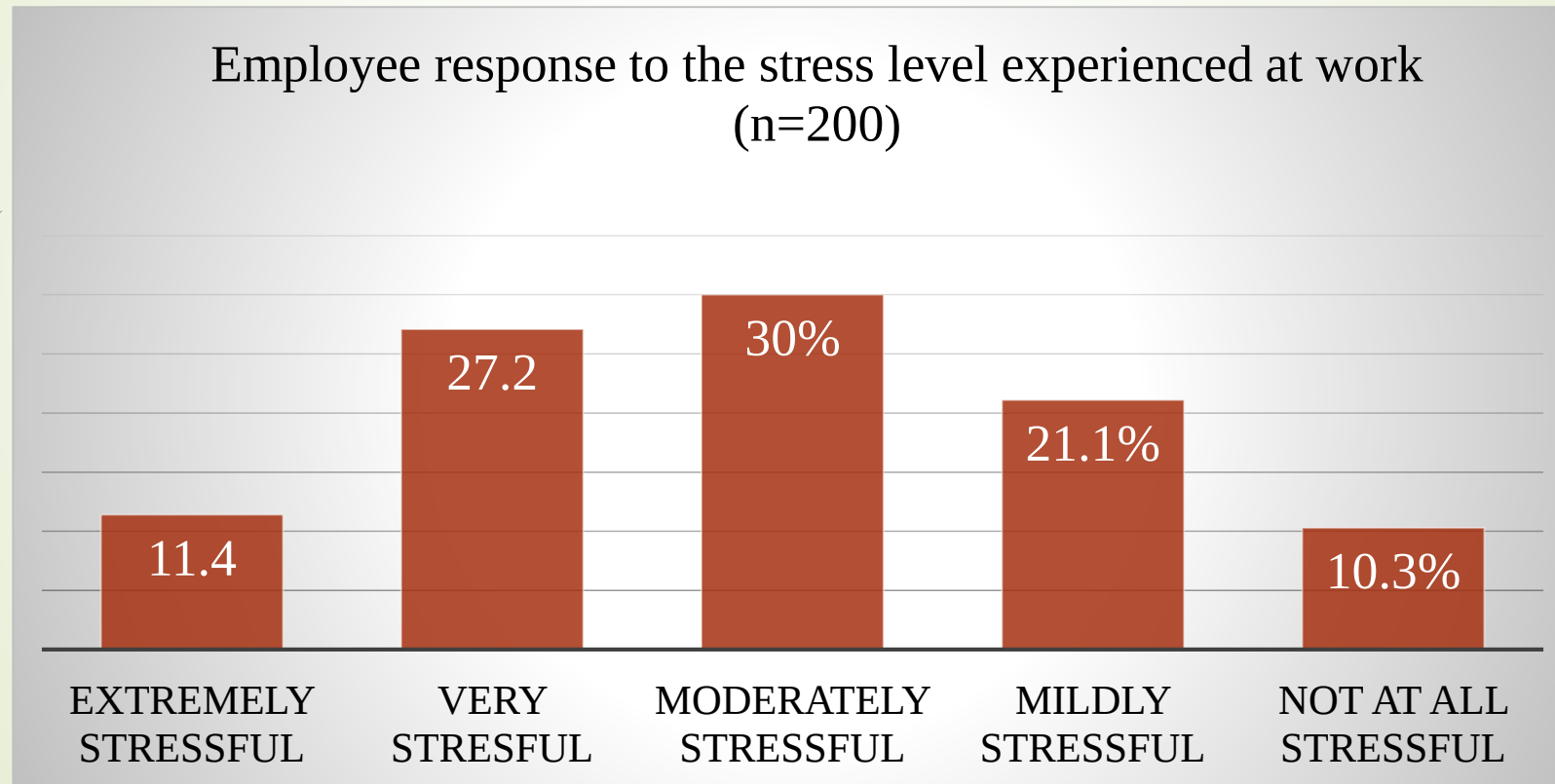
5) Job Satisfaction



44.3% employees are satisfied with their job.

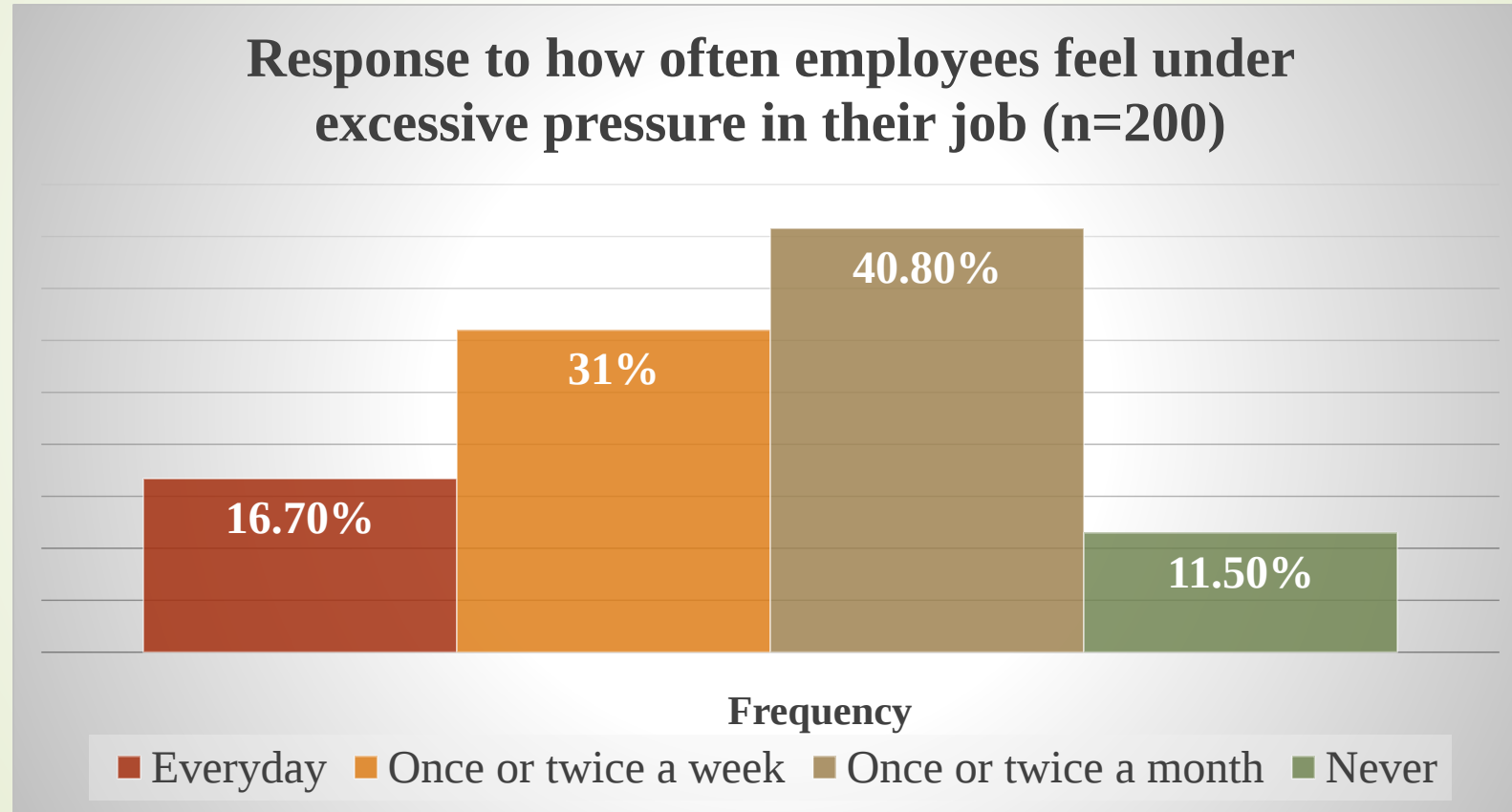
6) Wellness

6.1 Stress level experienced by employees at IKS



68.6% employees are stressed about their work.

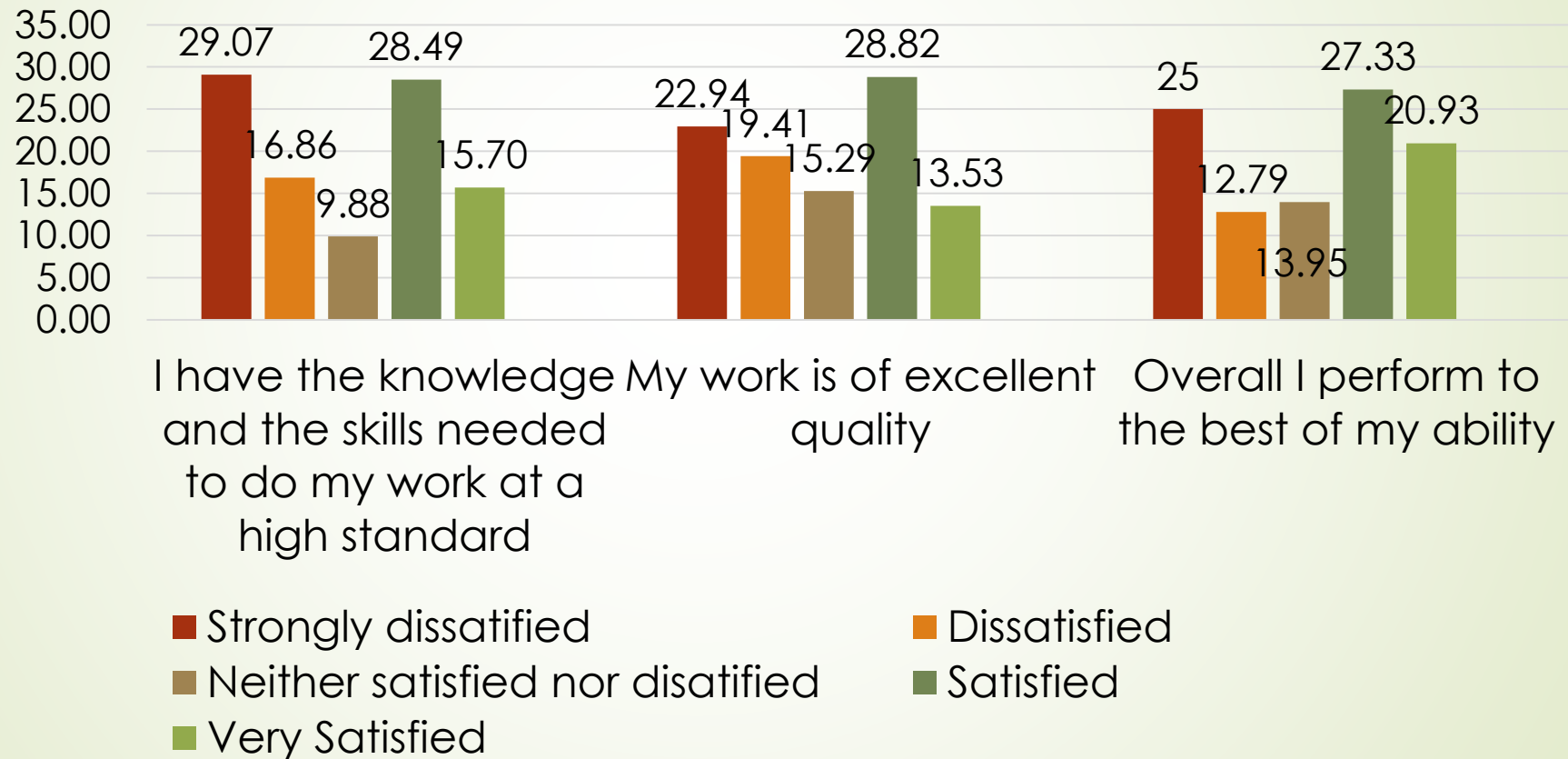
6.2 Work pressure



47.7% employees experience extreme pressure at work

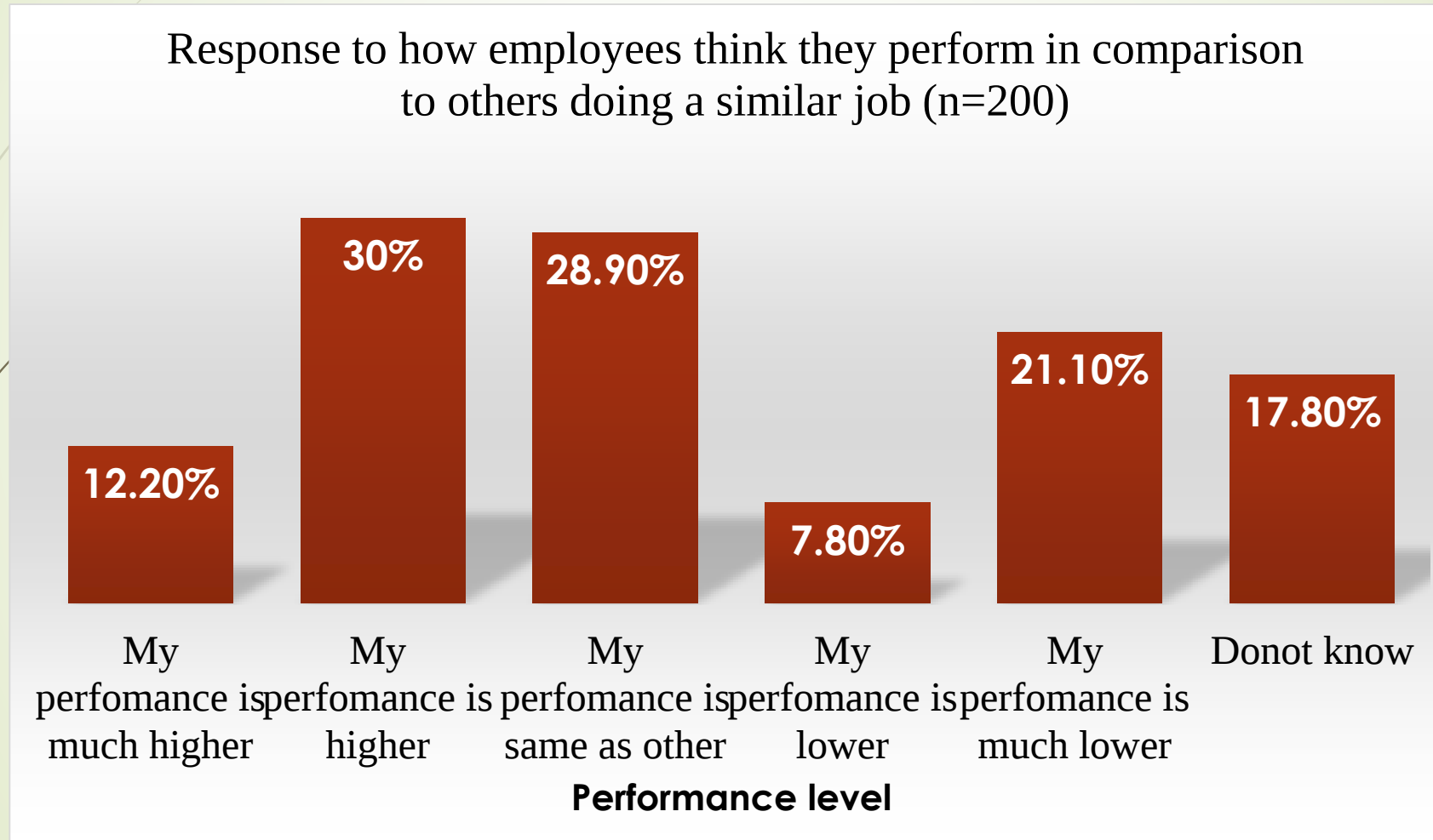
8) Individual satisfaction Factors

8.1 How satisfied are employees with the following (n=200):



46% employees believe they lack skill and knowledge to perform their work well

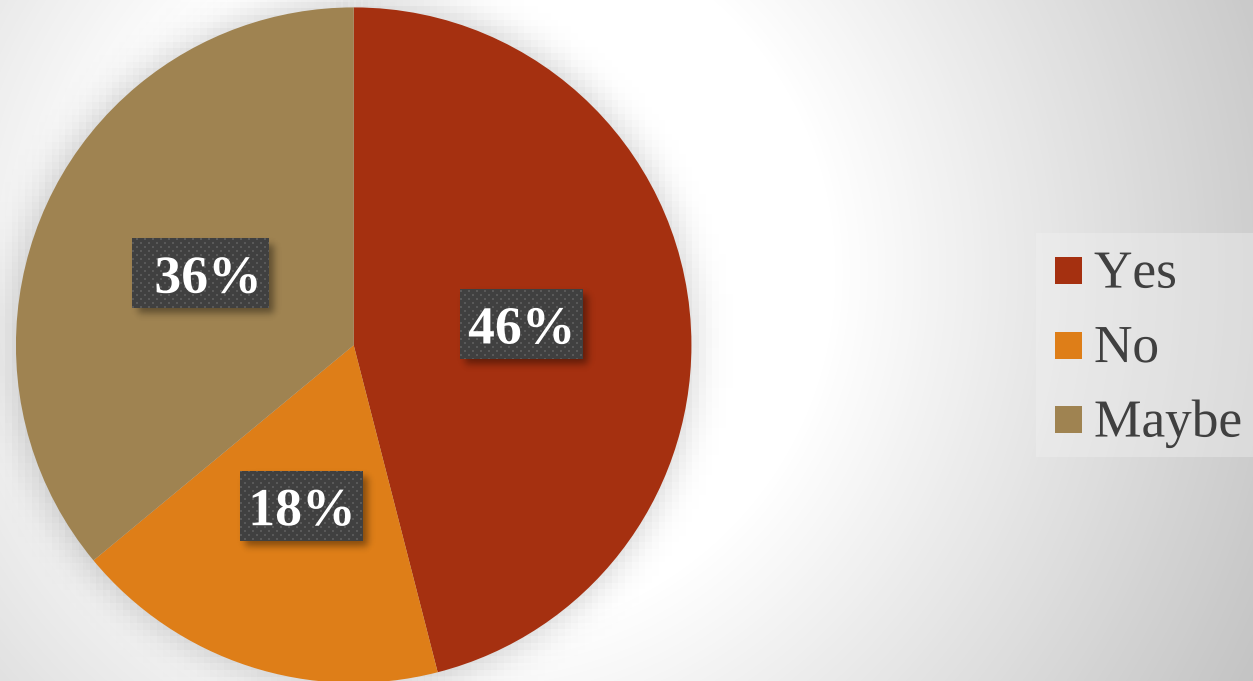
8.2 Performance comparison with peer



One third employees feel their performance is much lower than their colleagues.

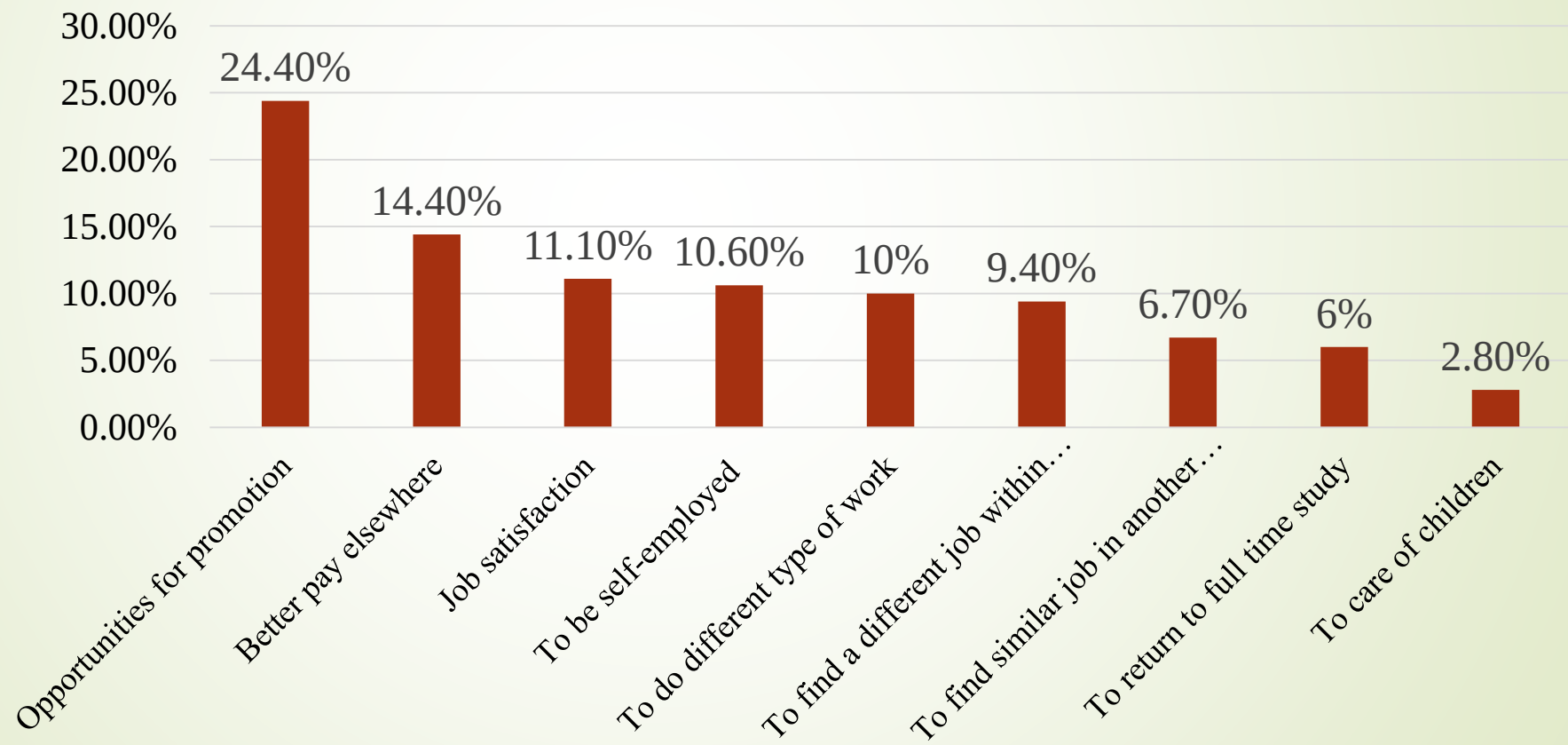
9) Job seeking behavior:

Response to remain working in IKS health in foreseeable future (n=200)



9.1 Probable reasons of switching job

Intended reasons given by employees if they intend to switch job
(n=200)



Discussion and Recommendations:

► Organizational-level actions:

More consistent, clearer, and fairer policies and practices designed to meet the health, safety and wellbeing needs of its workforce. Activities like walk challenges and marathons, third spaces for meditation and indoor sports like pool table.

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. The study recommends a weekly "*Buzz to fuss channel*" update meeting to cover downward communication and to deal with queries from employees.

► Team/Workgroup-level action:

Concentrate on developing an engagement strategy that focuses on fostering a positive social climate and sense of team identity.

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*. Recognition for performing best in the team by appreciation and compensatory light workload days.

Activities like team huddle and team lunches to promote collation. Team leaders need to ensure that all VSS know what is expected of them and that regular feedback is given to them.



➡ Individual-level actions:

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. It needs to schedule regular developmental meeting with their staff to assess how they are developing within the role as to ensure they do not plateau.

IKS HR team need to devise a set of competencies which employees can be measured against to determine their eligibility for promotion and better remuneration.

Encourage blog writing and sharing individual success stories at IKS by employees who are advocacy. Gamifying the experience and providing incentives.



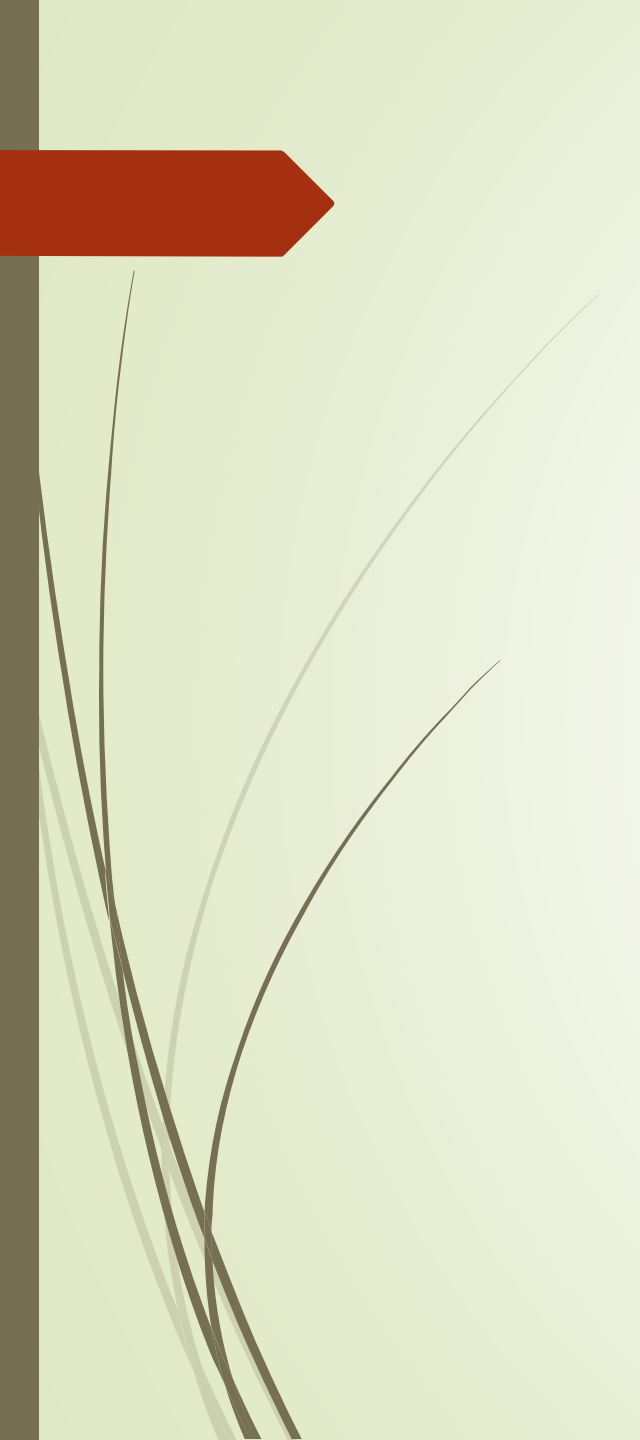
Conclusion

There is now a wider array of measurement techniques with which to assess trends in engagement and an 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 coincide with the findings of 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 they should be focused upon.

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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