

## Research Article

## Employees Engagement- A Case Study on Nrl, Assam

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**Abstract:** ‘Employee Engagement’ implies a deep sense of involvement in once job. It is understood in terms of the level of once commitment to the vision, mission and goals of the organization. Infact, a sense of employee engagement lends to competitive advantages, innovation, organizational peace, understanding, prosperity and progress. The study unveiled that ‘Facility at Workplace’ has been the strongest determinants of job engagement among employees at NRL- Numaligarah. Further, ‘Facility at Workplace’ and ‘Autonomy and Empowerment’ has been identified as the ‘*High Impact*’ determinants of employee engagement. Also, ‘Collaboration’, ‘General Working Conditions’, ‘Use of Skills & Abilities’, ‘Communication’ and ‘Leadership & Supervision’ have been identified as ‘*Moderate Impact*’ determinants of employee engagement. Likewise, ‘Workload & Routine’, and ‘Performance Management’ have been identified as ‘*Low Impact*’ determinants of job engagement in the context of employees working at NRL- Numaligarah. The present study revealed that, majority of the employees at NRL- Numaligarah has feelings of employee engagement. 107 off 120 respondents which constitute 89 percent of the total respondents have feelings of being engaged.

**Keywords:** Assam; Employee Engagement; NRL and; Numaligarah.

## INTRODUCTION

Conventionally, ‘Job Engagement’ refers to employee's involvement in a work. It also implies his or her commitment to the vision, mission and goals of the organization. It is imperative that, a sense of employee engagement lends to competitive advantages, innovation, peace, understanding, prosperity and progress.

It has been reported by researchers that engaged employees create value to the organization. The stories of successful business organizations have been scripted on the contributions made by engaged and satisfied employees. These employees profoundly express themselves physically, cognitively and emotionally during their role performances in the organization. They act as drivers of financial and market success. They give outstanding performances by trying to stretch themselves and continuously striving to outperform and set new standards of excellence. Employees are engaged when organizations have healthy work culture and communication practices, where they can get platforms to express their concerns

and opportunities to grow and develop their potentials. Today competitors can emulate the services provided by the organization but, they cannot imitate the vigor, dedication and absorption of employees at the workplace (Sarangi, 2012).

Employee engagement is also links with employee satisfaction and performance. Engaged employees have a level of commitment and emotional attachment to the organization (Demovsek, 2008). Employees develop a bond with an organization and that creates better business. If that emotional connection to their career, relationships with other employees and the organization are present, they perform better and serve the organization better (Scarlett Survey).

## OBJECTIVES OF THE PAPER

## The Paper Makes Attempts To:-

1. Analyse various determinants of employee engagement.
  - A. Assess impact of determinants of employee engagement in NRL, Assam.

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**RESEARCH METHODOLOGY**

- **Research Method and Tools:** The present study has been purely based on Field Survey. It is an Analytical Research in nature. During the study, Personal Interview, Telephonic Contacts and Observation Methodshave been used to collect pertinent field data. Moreover, structured schedules, mobile phone and other stationeries havebeen widely used as research tools for the study.
- **Sources of Data:** During field survey, the datahave been collected from both primary and secondary sources. Primary data has been collected with the help of structured questionnaire containing 60 close-ended questions. During the study, questionnaire has been administered whileconducting interviews. Further, closed and objective observation has been made to collect additional primary data. For secondary data, relevant information from various sources has been collected through books, journals, thesis, dissertations, published and unpublished sources. Beside, internet has been extensively used while collecting secondary information for the present study.
- **Universe of the Study:** The Universe of the present study encompassesall the permanent employees who are presently working in NRL Assam. During the study, personal visit was made at the NRL Numaligarah site in which employee list was provided by the NRL Authorities. The list revealed that there are 882 permanent employees working in NRL Assam. So, the 882 permanent employees constitute the Population or Universe of the study.
- **Sampling Technique, Design & Size:** During the present study, Convenience Sampling under non-probability sampling technique has been used. Convenient sampling technique is applied over 882 permanent employees at Numaligarh Refinery Limited (NRL), Numaligarh, and Golaghat, Assam. For the present study, out of 882 total employees, 20, 40 and 60 samples has been selected from Top

Management, Middle Management and Non-Management respectively.So, it is maintained in the ratio of 1:2:3. The sample design and size of the present study is summarized in Table 1. Thus, size of the sample for the study is 120, which constitute 13.61 percent of the population.

**Table: 1 Sample Design and Size**

SL No.	Target Respondents	No. of Respondents
1.	Top Management	20
2.	Middle Management	40
3.	Non-Management	60
<b>Total</b>		120

Source: *Field Study, 2019*

- **Tool of Data Analysis:** For analysis of data, frequency distributions, pie chart, cross tabulation, chi-square test etc., has beenused to draw inferences on the Universe. Moreover, statistical packages like MS Excel and SPSS (21 Version) have been widely used to analyses field data as per the need and requirements of the study. Further, impact of different determinants of job satisfaction and job engagement has been made during the present study. In addition, Reliability Analysis has been done for 81 items in the questionnaire using the Cronbach's Alpha. The Alpha value calculated is (0.970) which indicates high reliability of the questionnaire as shown in Table 2.

**Table: 2: Reliability Statistics**

Cronbach's Alpha	N of Items
.970	81

Source: *Field Study, 2019*

**ANALYSIS AND INTERPRETATION OF DATA****B. Determinants Of Job Engagement**

For the present research work, nine prominent determinants of Job Engagement have been considered to assess their impact on feeling of engagement. Determinants of Job engagement are shown in Table 3 namely- Facilities at workplace; Autonomy and Empowerment; Collaboration; Workload and Routine; communication; Leadership & Supervision; uses of Skills and Abilities; General Working Conditions and; Performance Management respectively.

**Table 3: Determinants of Job Engagement**

Sl. No	Determinants of Job Engagement	Disagree (%)	Neutral (%)	Agree (%)	Strongly (%)
1	Facilities at Workplace	0	5	57	38
2	Autonomy and Empowerment	0	7	65	28
3	Collaboration	0	10	57	33
4	Workload and Routine	2	15	64	19
5	Communication	0	15	64	21
6	Leadership and Supervision	3	12	52	33
7	Use of Skills and Abilities	0	13	60	27
8	General Working Conditions	3	7	57	33
9	Performance Management	3	23	62	12

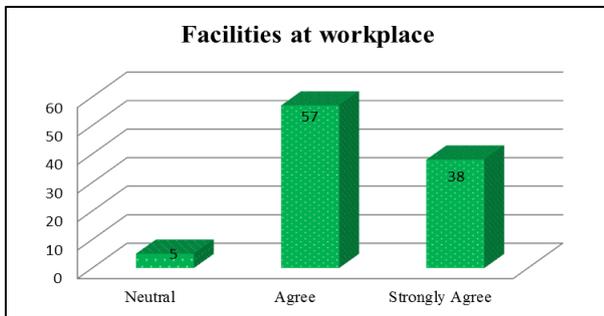
Source: *Field Study, 2019*

a) **Facilities at Workplace:** It is uncovered from Table 4 and Figure 1 that, majority of the respondents which constitute 57 percent out of the total sample have agreed upon the fact that, proper facilities at work places enhance their job engagement. Likewise, 46 off 120 samples have strongly agreed over the matter. On the other side, only five percent of the total sample has shown feeling of neutrality.

**Table 4: Facilities at workplace**

Sl. No.		Frequency	Percent (%)
1	Neutral	6	5
2	Agree	68	57
3	Strongly Agree	46	38
<b>Total</b>		<b>120</b>	<b>100.0</b>

Source: *Field Study, 2019*



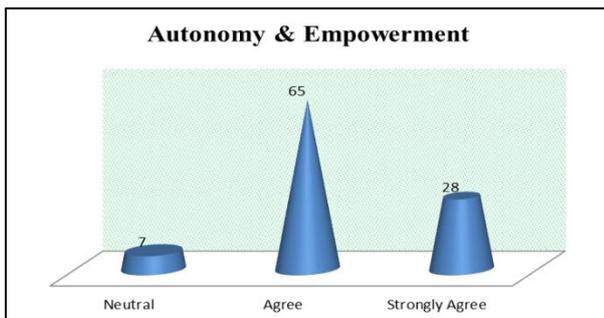
**Figure 1: Facilities at workplace**

b) **Autonomy and Empowerment:** It is observed from Table 5 and Figure 2 that, 78 off 120 samples which constitute 65 percent of the total sample perceived that Autonomy and Empowerment affect their feeling of job engagement. Moreover, 28 percent of the respondents have strongly agreed over the fact. On the contrarily, only seven percent of the total respondent remained neutral.

**Table 5: Autonomy and Empowerment**

Sl. No.		Frequency	Percent (%)
1	Neutral	8	7
2	Agree	78	65
3	Strongly Agree	34	28
<b>Total</b>		<b>120</b>	<b>100.0</b>

Source: *Field Study, 2019*



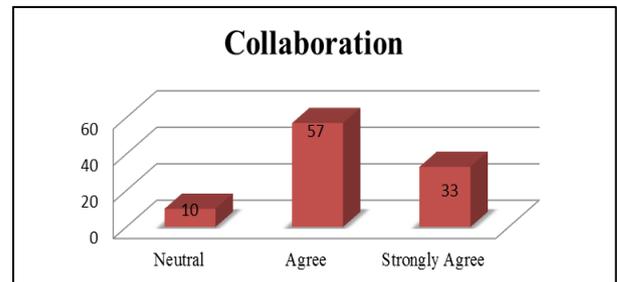
**Figure 2: Autonomy and Empowerment**

c) **Collaboration:** It is clear from Table 6 and Figure 3 that 57 percent and 33 percent of the respondents have agreed and strongly agreed on the matter that, Collaboration affects their perceived value of job engagement. On the other side, only 10 percent of the total sample remained neutral.

**Table 6: Collaboration**

Sl. No.		Frequency	Percent (%)
1	Neutral	12	10
2	Agree	69	57
3	Strongly Agree	39	33
<b>Total</b>		<b>120</b>	<b>100</b>

Source: *Field Study, 2019*



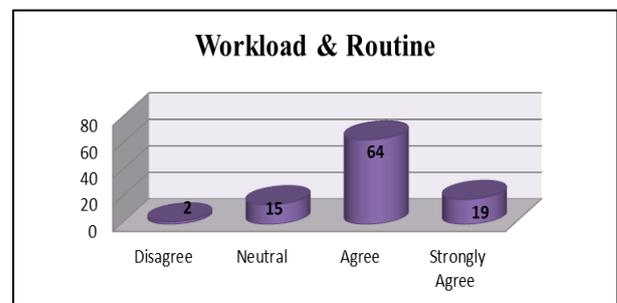
**Figure 3: Collaboration**

d) **Workload and Routine:** It is revealed from Table 7 and Figure 4 that, 64 percent and 19 percent of the total respondents have simply agreed and strongly agreed that, workload and routine affect their perceived value of job engagement. Likewise, 15 percent of them have shown neutrality. In the contrast, two percent of them have shown disagreement over the matter.

**Table 7: Workload and Routine**

Sl. No.		Frequency	Percent (%)
1	Disagree	2	2
2	Neutral	18	15
3	Agree	77	64
4	Strongly Agree	23	19
<b>Total</b>		<b>120</b>	<b>100.0</b>

Source: *Field Study, 2019*



**Figure 4: Workload and Routine**

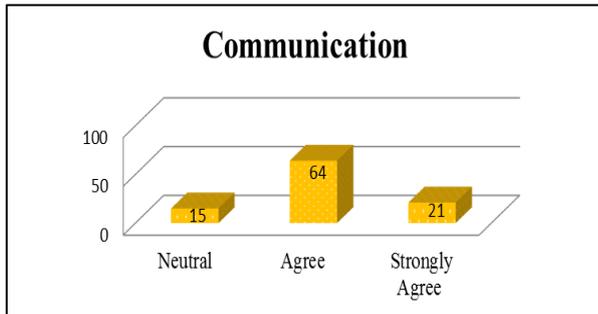
e) **Communication:** It is clearly indicated from the Table 8 and Figure 5 that, 64 percent and 21 percent of the total respondents agreed and strongly

agreed that, quality and frequency of communication affects their perceived value of job engagement. Further, 15 percent of them stand neutral.

**Table 8: Communication**

Sl. No.		Frequency	Percent (%)
1	Neutral	18	15
2	Agree	77	64
3	Strongly Agree	25	21
<b>Total</b>		<b>120</b>	<b>100.0</b>

Source: Field Study, 2019



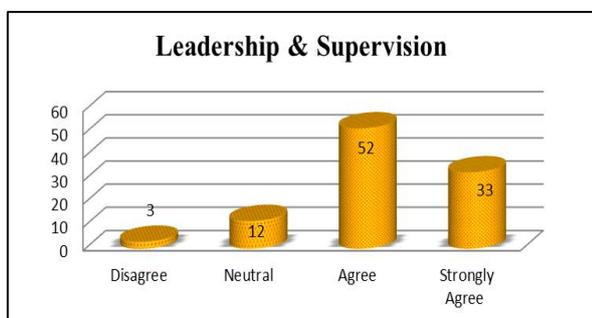
**Figure 5: Communication**

f) **Leadership and Supervision:** From the Table 9 and Figure 6, it is observed that, the majority of the respondents have agreed that, leadership and supervision affect the job engagement. In this regards, 52 percent and 33 percent of the total respondents have simply agreed and strongly agreed. In addition, 12 percent remain neutral. On the contrary, only three percent of the total sample is revealed to have disagreed upon it.

**Table 9: Leadership and Supervision**

Sl. No.		Frequency	Percent (%)
1	Disagree	4	3
2	Neutral	14	12
3	Agree	63	52
4	Strongly Agree	39	33
<b>Total</b>		<b>120</b>	<b>100.0</b>

Source: Field Study, 2019



**Figure 6: Leadership and Supervision**

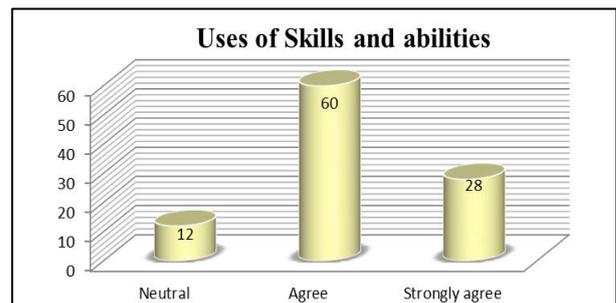
g) **Uses of Skills and Abilities:** It is clearly indicated from Table 10 and Figure 7 that, 72 off 120 samples which constitute 60 percent of the total

respondents have agreed that, proper use of employees' skills and abilities enhances their job engagement. Moreover, 28 percent have strongly agreed on it. However, 12 percent of the total respondents remained neutral.

**Table 10: Uses of skills and abilities**

Sl. No.		Frequency	Percent (%)
1	Neutral	15	12
2	Agree	72	60
3	Strongly agree	33	28
<b>Total</b>		<b>120</b>	<b>100.0</b>

Source: Field Study, 2019



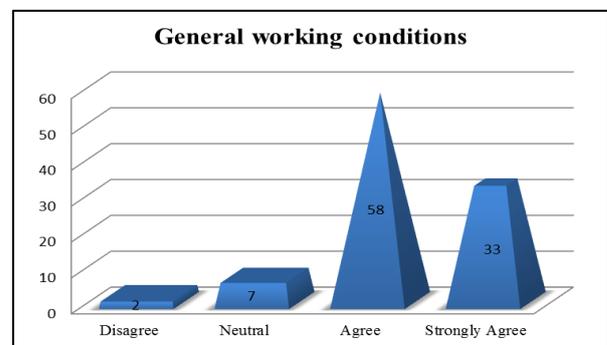
**Figure 7: Uses of skills and abilities**

h) **General Working Conditions:** It is revealed from Table 11 and Figure 8 that, 58 percent of the respondents have agreed that, general working conditions do affect job engagement. Further, 33 percent have strongly agreed on the matter. Likewise, seven percent and two percent of the total sample respondents felt neutral and disagreed.

**Table 11: General working conditions**

Sl. No.		Frequency	Percent (%)
1	Disagree	3	2
2	Neutral	8	7
3	Agree	69	58
4	Strongly Agree	40	33
<b>Total</b>		<b>120</b>	<b>100.0</b>

Source: Field Study, 2019



**Figure 8: General Working Conditions**

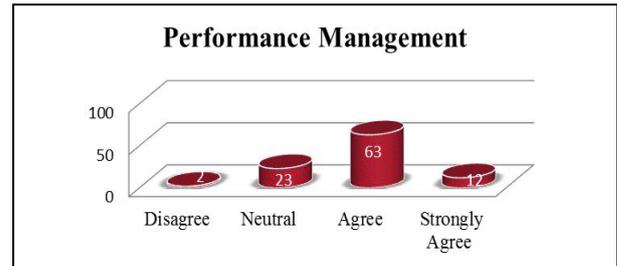
i) **Performance Management:** It is observed from Table 12 and Figure 9 that, 63 percent and 12 percent of the respondents have agreed and

strongly agreed that performance management at NRL affect their perceived value of job engagement. Likewise, 23 percent and two percent of the total respondents have shown neutrality and disagreement.

**Table 12: Performance Management**

Sl. No.		Frequency	Percent (%)
1	Disagree	3	2
2	Neutral	28	23
3	Agree	75	63
4	Strongly Agree	14	12
<b>Total</b>		<b>120</b>	<b>100.0</b>

Source: *Field Study, 2019*



**Figure 9: Performance Management**

### C. IMPACT OF DETERMINANTS OF JOB ENGAGEMENT

Nine determinants of Job Engagement and its impact on perceived value of Job Engagement for the present research work have been summarized in Table 13. Again, for the present study both, 'Agree' and 'Strongly Agree' scales have been clubbed together to assess the 'Cumulative Effect' of each determinant on Job Engagement. Infact, Ranking Method has been administered to assess the cumulative effects.

**Table 13: Ranking of Determinants of Job Engagement**

Sl. No.	Determinants of Job Engagement	Agree (A) (%)	Strongly Agree (B) (%)	A+B (%)	Rank
1	Facilities at Workplace	57	38	95	1
2	Autonomy & Empowerment	65	28	93	2
3	Collaboration	57	33	90	3
4	General working conditions	57	33	90	3
5	Use of skills & abilities	60	27	87	4
6	Communication	64	21	85	5
7	Leadership & Supervision	52	33	85	5
8	Workload & Routine	64	19	83	6
9	Performance Management	62	12	74	7

Source: *Field Study, 2019*

It is uncovered from Table 13 that, 'Facility at Workplace' has been the strongest determinants of job engagement among employees at NRL- Numaligarah. Further, 'Autonomy and Empowerment' stood at the second place. Also, 'Collaboration' and 'General Working Conditions' have shared the third slot. In the order, 'Use of Skills & Abilities' has occupied the fourth rank. Likewise, 'Communication' and 'Leadership & Supervision' have shared the fifth places. Moreover, 'Workload & Routine', and 'Performance Management' have occupied the sixth and seventh positions respectively.

It can also be inferred from Table 13 that, 'Facility at Workplace' and 'Autonomy and Empowerment' have been identified as the 'High Impact' determinants of job engagement. Further, 'Collaboration', 'General Working Conditions', 'Use of Skills & Abilities', 'Communication' and 'Leadership & Supervision' has been identified as 'Moderate Impact' determinants of job engagement. Likewise, 'Workload & Routine', and 'Performance Management' have been identified as 'Low Impact' determinants of

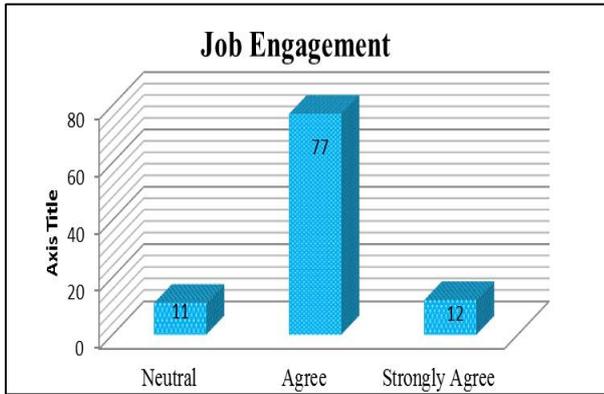
job engagement in context of employees working at NRL- Numaligarah.

In addition, overall Job Engagement of NRL employees taking into consideration each determinant has been shown in Table 14. It is observed from Table 14 and Figure 10 that 92 off 120 sample respondents which constitute 77 percent of the total respondents have agreed that they have job engagement at NRL- Numaligarah. Also, 15 off 120 sample respondents which constitute 12 percent of the total respondents have rather, strongly agreed that they have job engagement. However, 13 off 120 samples which share 11 percent of the selected samples have been found to be neutral with regards to job engagement. Altogether, it may be inferred from Table 14 and Figure 10 that, majority of the employees at NRL- Numaligarah have job engagement as 107 off 120 respondents which constitute 89 percent<sup>1</sup> of the total respondents have feeling of job engagement.

**Table 14: Job Engagement**

Sl. No.		Frequency	Percent (%)
1	Neutral	13	11
2	Agree	92	77
3	Strongly Agree	15	12
<b>Total</b>		<b>120</b>	<b>100.0</b>

Source: Field Study, 2019



**Figure 10: Job Engagement**

### 5.12 CONCLUSION

For the present study, nine prominent determinants of Employee Engagement have been considered. The study uncovered that; ‘Facility at Workplace’ has been the strongest determinants of job engagement among employees at NRL- Numaligarah. On the contrary, ‘Workload & Routine’ and ‘Performance Management’ have been identified as weakest determinants of employee engagement. Also, ‘Facility at Workplace’ and ‘Autonomy and Empowerment’ has been identified as the ‘High Impact’ determinants of employee engagement. Further, ‘Collaboration’, ‘General Working Conditions’, ‘Use of Skills & Abilities’, ‘Communication’ and ‘Leadership & Supervision’ has been identified as ‘Moderate Impact’ determinants of employee engagement. Likewise, ‘Workload & Routine’, and ‘Performance

Management’ have been identified as ‘Low Impact’ determinants of job engagement in context of employees working at NRL- Numaligarah.

Thus, the study revealed that, majority of the employees at NRL- Numaligarah have employee engagement as 107 off 120 respondents which constitute 89 percent of the total respondents have feelings of being engaged.

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