

Entrepreneurship: A study on Engagement Level of Employees in Manipur

M. Sanjoy Singh
Research Scholar,
Department of Commerce,
Manipur University
Canchipur, Imphal 795003

L. Kirankumar Singh
Senior Research Fellow,
Department of Commerce,
Manipur University,
Canchipur, Imphal 795003

Abstract

Employee engagement can be a deciding factor in organizational success. Engagement does not have the potential to significantly affect among employee maintenance, productivity and reliability. The present study attempts to study about the level of employee's satisfaction and influence towards employee engagement and also changing employee demographics variables. This paper focuses on level of engagement possessed by employees manufacturing in Manipur. The study was conducted at Thoubal district in the State of Manipur. Out of the total three blocks of the district, one block namely, Kakching has been chosen purposively as highest numbers of entrepreneur in the district are mostly confined in these areas. Five villages were selected from one block in convenience to the researchers. A total of 95 employees could be collected randomly from respondents who held the major responsibility of entrepreneurial activities. The data was proceeding by using SPSS English Version 19.0 for analysis. ANOVA (f) test was used to find out whether age, gender, total working experience, service in present enterprise, present position and monthly income are useful for interpreter of employees engagement level. Analysis results shows that service in present enterprises, present position and monthly income have a significant relationship on engagement level of the employees.

KEY WORDS: Employee engagement, Entrepreneurship, Satisfaction and Manufacturing sector.

INTRODUCTION

Employee engagement has emerged as a critical driver of business success in today's competitive marketplace. Further, employee engagement can be a deciding factor in organizational success. Not only does engagement have the potential to significantly affect

employee retention, productivity and loyalty, it is also a key link to customer satisfaction. The challenge today is not just retaining talented people, but fully engaging them, capturing their minds and hearts at each stage of their work lives. In the modern business world, there are enterprises starting a business and offering their often almost similar services to the customers, so it seems hard to know beforehand who will make it and who will be out of business after the first year. In the long run, the business values its employees and the employees value the business, it is a good base for success. When employees are engaged to their work and also committed to their business, it would be assumable that the employee income rates would be low **(Hellevig, 2012)**. Employee engagement is a complex concept. It has been extensively studied during the last decades, and many different definitions of employee engagement have been created by many different authors. No matter how the definitions differ from each other, it is safe to say that almost all authors find employee engagement to be a very important aspect in the profitability of business and the success of human resource management policies **(Clarke, 2009)**. It makes sense: when employees are ready to do the extra effort even when they are not asked to do it, they are also more committed to the customers of the enterprises. Simply, engaged employees make the organization work smoothly and well. It would be positive for the business and the well being of the employees that all managers understand the importance of employees to the business, especially in the service organisations where the employees are the ones in direct contact with customers. Entrepreneurship can be considered as one of the viable industries which are labour intensive. It also helps in the improvement of the living condition of the people of the state in general and people in the rural areas where by and manufacturing enterprise are operated in particular. Besides, manufacturing enterprises is important in the context of supplying inputs for construction which are also necessary for development of different types of infrastructures in the process of over-all development of the state **(Singh, 2005)**. With the increase in population the demand for manufacturing units will further accelerate with times. Again, emerging growth of urbanization is also another important factor which demand enormous construction works. In other words, the demand for entrepreneurial activities will be increased for a number of causes and there is a need to augment the production and supply of product in the state **(NEERI, 2003)**. Since manufacturing industry is a labour-intensive enterprise the creation of new entrepreneurial industry provides large number of employment opportunities and can facilitate the absorption of

rapidly growing labour force in the state and could supplement their family's insufficient income and thereby increasing state income.

REVIEW OF LITERATURE

Baumruk (2004) defined employee engagement as emotional and intellectual commitment to the organisation or the amount of discretionary effort exhibited by employees in their job.

Although it is acknowledged and accepted that employee engagement is a multi-faceted construct suggested by **Kahn (1990)**, **Truss et al., (2006)** described employee engagement simply as 'passion for work', a psychological state which is seen to encompass the three dimensions of engagement discussed by **Kahn (1990)**, captures the common theme running through all these definitions.

According to **Baumruk (2004)** every organization wants to gain competitive advantages over others and employee engagement is the best tool for it. In fact, employee engagement is considered to be the most powerful factor to measure business energy.

Coffman and Gonzalez-Molina (2002) indicated that, in general employees start out energized, engaged and ready to take on the responsibility of the job. However, over the first six months of employment only 38% remain engaged and after ten years engagement drops to about 20%. The above finding differs from the theoretical assumption of work engagement which says that engagement will decrease in the increase in experience.

Derek et. al., (2007) findings suggested that satisfaction with one's co-workers related significantly to engagement. Their study indicated that among older employees, the relationship between perceived age similarity with their peers and their workplace engagement appeared to be stronger than among younger employees. They suggest that by surrounding aging employees with efficient, reliable, knowledgeable and enthusiastic peers should create psychological conditions in the workplace to increase their engagement.

Karen Wilson (2009) found that there were no significant differences between the engagement levels among men and women although men recorded higher mean scores.

Richards (2005) highlighted the basic values that small industry reflect are trust, cost consciousness, agility, high level of risk taking ability, centralized decision making, culture of

driving business by intuition and relationships rather than facts and professionalism. Within an ambiance of business diversity, small businesses exhibit a general characteristic of informality which is illustrated by a lack of written management procedures and practices, such as human resource management. More often than not the values of the promoter or owner of small businesses are the expected values or culture of the organization.

Robinson (2006) argues that engagement is a positive attitude held by the employee towards the organization and its values. An engaged employee is aware of the business context, works with colleagues to improve performance within the job for the benefit of the organization. The organization must develop and take care of engagement, which is a two-way relationship between employer and employee.

Schaufeli et al., (2006) and in Yildirim, (2008) studies on engagement, burnout was also included, in which it was found that engagement and burnout did not differ significantly between genders.

STATEMENT OF THE PROBLEM

The study is intended to observe the perceptions of the employees in engaging themselves in their jobs, to analyse the empirical aspects in development and situation of engagement in the workplace. Additionally, the key issue in driving satisfaction level of the employees is also attempted. Based on the above statements, the present study is entitled; “Entrepreneurship a study on engagement level of Employee in Manipur” has been undertaken.

OBJECTIVES OF THE STUDY

1. The basic objective is to determine the level of engagement in the industrial sector based on demographic details.
2. The study is intended to examine and analyze the engagement level of employee’s satisfaction in manufacturing units of Kakching block, Manipur.

HYPOTHESIS

H₀: There is no significant relationship between demographic variables and engagement level of employee's satisfaction in entrepreneurial employment.

H₁: There is a significant relationship between demographic variables and engagement level of employee's satisfaction in entrepreneurial employment.

SAMPLING FRAME AND DATA COLLECTION PROCEDURE

The study was conducted at Thoubal district in the state of Manipur. According to 2011 Census Report, Thoubal District had a population of 4,20,517 of which male and female were 2,09,674 and 2,10,843 respectively. 74.62 % population of Thoubal district lives in rural areas of villages. Out of the total three blocks, one blocks, namely kakching has been chosen purposively as brick field industries in the district are mostly confined in these areas. Primary data required for the study was collected through questionnaires distributed to 95 employees, who included top management, middle management and employees in the industry. They represented workforce employed in the industry sector in Kakching block Thoubal district, Manipur mainly in some parts of Kakching, Irengband, keirak, Pallel and Tejpur working in different functional areas like labours, sales, marketing, finance accounts and administrative officers. Convenience sampling was adopted taking into account availability and approachability of employees for the purpose of data collection. The villages had a uninhabited look during these hours of the days. 6 years were taken as the reference period, that is, 2008-13, and the data were collected in the first half of the second part of 2013.

METHOD OF DATA ANALYSIS

Initially the data gathered were codified and then administered using SPSS English Version 19.0 for data analysis. The clear-cut distributions of the socio-demographic characteristics and employees engagement level of satisfaction were presented in a tabular format with percentages is calculated. Finally conclusions are derived by calculating analysis of variance f test to predict the relationship between engagement level of employee satisfaction and the other independent variables like age, gender, total working experience, service in present enterprise, present position and monthly income of the respondents.

RESULTS AND DISCUSSIONS

ANALYSIS OF ENGAGEMENT BASED ON DEMOGRAPHIC VARIABLES

Personal characteristics are likely to influence the engagement levels of the employees. Hence, by applying ANOVA (f test), the level of engagement of the workforce has been tested on the basis of selected demographic variables. The results and their significance are explained below: The study was to determine the respondent's socio-demographic characteristics. Table 1 exhibits the socio-demographic profile of the respondents. A total of 52 male and 43 female were included in the study, with a mean gender of Men ($SD \pm 0.51$). It indicates that there are more male employees than female employees working in entrepreneurial work. The minimum age of the participants was 25 years while the maximum was above 51 years, with a mean age of 26 years to 34 years ($SD \pm 0.86$). Most of the employees were between 34 years. Sample population reveals that upto 5 years of the employees possess 68 employees more than 5 to 10 years of total work experience 16 respondents and more than ten years of experience 11 respondents with a mean of total working experience ($SD \pm 0.69$).

TABLE 1.1: SOCIO - DEMOGRAPHIC PROFILE OF THE EMPLOYEES

Variables	Group	Gender		Total N=95 (100%)
		Male N=52 (54.7%)	Female N=43 (45.3%)	
Age group (yrs)	25 and below	19 (67.9)	9 (32.1)	28 (100.0)
	26 to 34	19 (48.7)	20 (51.3)	39 (100.0)
	35 to 44	9 (39.1)	14 (60.9)	23 (100.0)
	51 and above	5 (100.0)	0 (.0)	5 (100.0)
Total Working	0-5 years	36 (52.9)	32 (47.1)	68 (100.0)

Experience	5-10years	10 (62.5)	6 (37.5)	16 (100.0)
	More than 10years	6 (54.5)	5 (45.5)	11 (100.0)
Service in Present Enterprises	0-5years	41 (58.6)	29 (41.4)	70 (100.0)
	5-10years	9 (56.2)	7 (43.8)	16 (100.0)
	More than 10years	2 (22.2)	7 (77.8)	9 (100.0)
Present Position	Top level	5 (55.6)	4 (44.4)	9 (100.0)
	Middle level	7 (46.7)	8 (53.3)	15 (100.0)
	Employee	40 (56.3)	31 (43.7)	71 (100.0)
Monthly Income	Upto Rs. 10000	26 (54.2)	22 (45.8)	48 (100.0)
	Rs. 10001 20000	21 (55.3)	17 (44.7)	38 (100.0)
	More than 20001	5 (55.6)	4 (44.4)	9 (100.0)

Source: Primary Data

Majority of the employees have upto 5 years with a mean service in the present enterprises, 70 employees (SD \pm 0.65) more than 5 to 10 years of service in the present enterprises with 16 employees and the employees have more than 10 years of service in the present enterprises with 9 employees. Top management employees who include Manger and Assistant manager of the enterprises and middle management who include accountants and team leaders constitute the least number of employees with 9 employees and 15 employees of the sample data and working

employees who include labours, drivers and engaged in other activities constitute, 71 employees working with a mean and (SD \pm 0.65) of the sample are employees. The maximum monthly income from working industry was upto Rs.10000 while the maximum was more than Rs.20001 with the mean monthly income upto Rs.10000 (SD \pm 0.66) of the sample data.

TABLE SHOWING THE DEMOGRAPHIC VARIABLES AND ENGAGEMENT LEVEL OF THE RESPONDENTS

TABLE 1.2: RESULTS OF THE ANOVA

		Sum of Squares	df	Mean Square	F Value	P Value	Level of Significance
Age of the Respondent	Between Groups	2.877	3	.959	1.286	.284	Not Significant
	Within Groups	67.860	91	.746			
	Total	70.737	94				
Gender	Between Groups	.371	3	.124	.486	.693	Not Significant
	Within Groups	23.166	91	.255			
	Total	23.537	94				
Total working experience	Between Groups	1.185	3	.395	.824	.484	Not Significant
	Within Groups	43.615	91	.479			
	Total	44.800	94				
Service in present enterprises	Between Groups	3.222	3	1.074	2.669	.042*	Significant
	Within Groups	36.610	91	.402			
	Total	39.832	94				
Present position	Between Groups	16.848	3	5.616	22.524	.000**	Significant
	Within Groups	22.689	91	.249			
	Total	39.537	94				
Monthly Income	Between Groups	14.319	3	4.773	16.285	.000**	Significant
	Within Groups	26.671	91	.293			
	Total	40.989	94				

Source: Primary data

** Significant at 1% level, * Significant at 5% level.

Table 1. 2 shows the F test values along with significance in employee's engagement level. Comparing the F test values and significance values, the anova comparisons favour the acceptance of null hypothesis in some variable. It is to be noted that significance values are below 0.05 for 5% level of significance in the variables accept service in present enterprise, present position and monthly income. So, reject the null hypothesis at 5% level of significant and accept the alternative hypothesis. The reason for higher level of commitment which leads to engagement could be that the perception of their future in the enterprises is linked to the growth of work enterprises. This will be the motivating factor for them as they have been a part of the organization's growth in the past and will contribute to its further growth and betterment. Moreover these employees would have settled into the work system and will be better engaged compared to their counterparts with lesser experience. If the individual has a positive feeling of enterprises support, it will help in maintaining the high level of engagement and the employee will be inclined to continue in the same enterprises. The level of engagement from the employee level to senior management and there are no significant differences in their perceptions of engagement in the job and irrespective of employment position all are having high level of positive engagement towards their enterprises. The reason for high engagement level among top executives could be that they have the maturity to know what is good for them and also achieve the same. The above tables reveal that there are high levels of significance with regard to the perceptions of employees towards engagement based on total work experience and also experience in the same enterprises.

As a result, null hypothesis was accepted at 5% level of significant and reject the alternative hypothesis. The hypothesis was accepted that there is no significance difference in the others three variables age, gender and total working experience was accepted, there is no significance difference in of the respondents employee's engagement level of satisfaction that is $F(3,91) = 0.284, 0.696 \& 484 p > 0.05$. It was reveal that with advancement of age the employees' perception towards the enterprises shows a positive and higher level of engagement and also that there are no significant differences in their engagement levels based on age. The results explain that irrespective of age sample respondents have higher level of engagement. Increase in age accompanied by respect and regard among co-workers, comfort factor both in the job and work environment – possible reasons to remain in the existing job. The above table shows that the sample population does not significantly differ in their perceptions towards major components of

engagement when classified on gender basis. It reveals that small and medium enterprises' employees whether male or female view the affective characteristics of their perceived commitment to the organization equally with positive engagement perceptions.

CONCLUSION

The empirical study concludes that there is significant relationship among service in present enterprise, present position and monthly income on engagement level of employee satisfaction in industries of Kakching block, Manipur. Employees perform efficiently when they are supported and guided by proper teamwork. This study focused on measuring employee engagement level in manufacturing industries in Manipur. The cross tabulation table shows contrasting results between male and female employees. The tables from 1 and 2 exposed that an employee may be male or female, having more than 10 years of total work experience and more than 10 years of work experience in present organization irrespective of the age and level of management enjoy more level of employee engagement. Further, the study also revealed that an employee may be male or female, having less than 5 years or 5 years of total work experience and less than 5 years or 5 years of work experience in present organization irrespective of the age and level of management have least level of employee engagement.

REFERENCES

1. Hellevig, J. (2012). Employee Engagement in Russia, a preview version: How to build a corporate culture of engagement, customer focus and innovation. Hel-Sinki, Finland: Russia Advisory Group.
2. Clarke, N. (2009). Engaging for Success: enhancing performance through employee engagement, A Report to government UK: Management Study Guide: Employee Retention.
3. NEERI, (2003). Carrying Capacity Based Development Planning for National Capital Region, NEERI, Nagpur, India.
4. Singh, A. L., & Asgher, Md. S., (2005). Impact of brick kilns on land use or land-cover changes around Aligarh city, India, *Journal of Habitat*, 29, pp 591–602.

5. Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), pp 701-716.
6. Yildirim, I. (2008). Relationships between burnout, sources of social support and Socio demographic variables, *Social Behavior and Personality*, 36(5), pp 603-616.
7. Karen, W. (2009). A survey of employee engagement, PhD dissertation, University of Missouri – Columbia, May.
8. Coffman, C. & Molina, G. (2002). *Follow this path; How the world’s greatest organizations drive growth by unleashing human potential*, Warner Books.
9. Derek R.A., Patrick F. & David, W. (2007), *Engaging the aging workforce: The relationship between perceived age similarity, satisfaction with co-workers and employee engagement*, *Journal of Applied Psychology*, 2007, pp 1542 – 1556.
10. Richards, L (2005). *Using Nvivo Qualitative Research*, Sage Publication, Thousand oaks, CA.
11. Baumruk, R. (2004). The missing link: the role of employee engagement in business success, *Workspan*, 47, pp48-52.
12. Robinson, I. (2006). *Human Resource Management in Organisations*, London, CIPD.
13. Kahn, W.A., (1990). Psychological conditions of personal engagement and disengagement at work, *Academy of Management Journal*, 33, pp692-724.
14. Truss, C., & Burnett, J. (2006). *Working Life: Employee attitudes and engagement*. London, CIPD.