



## **A STUDY ON THE OUTCOMES OF EMPLOYEE ENGAGEMENT**

**Shobha V.K.**

Research Scholar, Institute of Management in Kerala(IMK), University of Kerala,  
Kariavattom Campus, Trivandrum-Kerala.

### **ABSTRACT**

*This research paper is an attempt to identify the various consequences of employee engagement with special reference to Bharat Sanchar Nigam Limited. The objective is to analyze the relationship of outcomes with employee engagement. For the current article, the researcher reviewed relevant research papers literature comprising employee engagement concepts its consequences and practices. The extensive review of the available literature on employee engagement empowered the researcher to build a valid argument and to identify four consequences of employee engagement viz., Organisational commitment, OCBI (Organisational Citizenship Behaviour towards the Individual), OCBO (Organisational Citizenship Behaviour towards the Organisation) and the intention to quit. The findings of the study will lead the managers and management to a new dimension with a holistic approach in the field of employee engagement.*

**Keywords:-** Employee Engagement, Engagement Outcomes (Consequences), Organisational commitment, OCBI (Organisational Citizenship Behaviour towards Individual), OCBO (Organisational Citizenship Behaviour towards Organisation) and the intention to quit.

## **1. Introduction**

Employee engagement is the most talked keyword and the rarely understood concept in today's business scenario. To attract and retain the best talent, business organizations should practice employee engagement. Employee engagement is also identified as the key link to customer satisfaction, company's reputation and overall stakeholder value. This study is an attempt to identify the outcomes of employee engagement in BSNL, Kerala Circle. The study also attempts to find the relationship between employee engagement and its outcomes.

## **2. Objectives**

The current study has three objectives:

1. To get an understanding of the employee engagement concept
2. To identify the outcomes of employee engagement
3. To find the relationship between employee engagement and its outcomes

## **3. Methodology of Study**

The Study is descriptive in nature, based on both primary and secondary data. The sample population consists of 390 executives(middle level and junior managers of BSNL).Multistage Proportionate stratified random sampling technique, is used for the present study. Various scaling techniques such as nominal, ordinal and interval scales are used for the study. Likert scale with anchors (1) strongly disagrees to (5) strongly agree is used extensively.

## **4. Employee engagement**

In the academic literature, a number of definitions have been provided for employee engagement. In many studies it has been defined as emotional and intellectual commitment to the organization (Baumruk, 2004; Richman, 2006; Shaw, 2005). Employee engagement is also defined as the amount of discretionary effort exhibited by employees in their jobs (Frank et al., 2004).Later, Saks (2006) defined employee engagement as "a distinct and unique construct

consisting of cognitive, emotional, and behavioral components that are associated with individual role performance”, (p. 602).

Another major definition of “employee engagement” (Harter et al., 2002), which is commonly utilized in business research (Schaufeli&Bakker, 2010) was developed in the Gallup Organization by Harter et al. (2002). Employee engagement is defined as “the individual’s involvement and satisfaction with as well as enthusiasm for work” (Harter et al., 2002, p. 269).

## **5. Outcomes of Employee Engagement**

The following were identified as the outcomes during the study.

### **5.1 Organisational Commitment**

Results of the study by (Khalid, Khalid, Waseem, Farooqi, & Nazish, 2015) indicated that there exists a positive significant relationship between Organisational commitment, career satisfaction and employee engagement. But organizational commitment was more closely related to employee engagement. The findings of the study conducted by (Albdour & Altarawneh, 2014) show that the frontline employees who have high job engagement and organizational engagement will have high level of affective commitment and normative commitment. On the other hand, high employees’ job engagement can meaningfully affect employees’ continuance commitment. The findings of the study by (Lolitha & Johnson, 2015) imply that employee engagement is positively correlated to affective, continuance and normative commitment.

Therefore the hypothesis  $H_1$  is framed as:

**H1<sub>0</sub>:- Employee engagement will be positively related to organizational Commitment**

**H1<sub>1</sub>:- There is no significant impact of organizational Commitment on employee engagement.**

### **5.2 Organizational Citizenship Behavior (OCBO&OCBI) and Employee Engagement**

#### **Relations:-**

Saks (2006) found organization engagement significantly correlated with OCBO and OCBI whereas job engagement was significantly correlated with OCBO. The findings of

significant positive relationships between employee engagement and organizational citizenship behavior - individual (OCBI) and between employee engagement and organizational citizenship behavior- organisation (OCBO) is consistent with previous research findings (Whittington, J. L., & Galpin, T. J., 201). Employee engagement has a significant positive relationship with both OCBI and OCBO. This is consistent with the findings of (Valmikam & Srikrishna , 2017) and (Thomas, 2016) who found that organizational citizenship behavior is positively related with employee engagement both at the individual and organizational level.

The above studies show that there is a highly positive significant relationship between Employee engagement and OCB (both OCBI&OCBO). Therefore, it is predicted that employee engagement will be related to work outcomes OCBI and OCBO: Accordingly the hypothesis H<sub>2</sub>& H<sub>3</sub> are framed as follows;

**H<sub>2</sub><sub>0</sub>**:-Employee engagement will be positively related to organizational citizenship behavior individual (OCBI); **H<sub>2</sub><sub>1</sub>**:-There is no significant impact of organizational citizenship behavior individual (OCBI) on employee engagement

**H<sub>3</sub><sub>0</sub>**:-Employee engagement will be positively related to organizational citizenship behavior Organization (OCBO); **H<sub>3</sub><sub>1</sub>**:-There is no significant impact of organizational citizenship behavior Organization (OCBO) on employee engagement.

### **5.3 Intention to quit**

In the empirical model tested by Saks (2006) provided evidence that suggested employee engagement was negatively related intention to turnover. Employee engagement is significantly related to employees' intention to quit. (S.V. Mxenge, M.Dywili, S. Bazana, 2014). Thus employee engagement influences employee retention. Younger employees are more prone to develop turnover intentions (Chiu, R. K., & Francesco, A. M., 2003). The study findings by (Agoi, 2015) indicated a negative significant effect of dedication and absorption on turnover intention.

This is in line with the findings of (Wesley J. & Krishnan S., 2013) who revealed that the employee engagement has significant relationship with turnover intention of the workers. Therefore, it is predicted that employee engagement would be related to work outcomes such as employee turnover.

Hence, the hypothesis H<sub>4</sub> is framed as follows.

**H4<sub>0</sub>**:-Intention to turnover would be negatively related to employee engagement;

**H4<sub>1</sub>**:- There is no significant impact of Intention to turnover on employee engagement.

## 6. Analysis of data:-

### 6.1 Organisational Commitment

The Participants' responded using a five-point Likert-type scale with anchors (1) strongly disagrees to (5) strongly agrees. After analysing the data the descriptive statistics of organisational commitment with mean score and test of significance is given below:

**Table 1.Descriptive statistics of *organizational commitment***

Descriptive statistics	Values	t	Sig.
Mean	4.27	37.451	0.000
Std. Deviation	0.67		
Skewness	-0.90		
Kurtosis	0.71		
Minimum	1.45		
Maximum	5.00		

Source: Sample Survey

From above table, it is clear that the mean of the composite variable representing *organisational commitment* is 4.27 with a standard deviation of 0.67, which is significantly higher than the mean of the response scale as the significance level of one sample t test is less than 0.05. The result indicates that, according to the opinion of employees the variables contributing to the dimension *organisational commitment* in the organisation is strong.

### 6.2 Organisational citizenship behavior towards Individual (OCBI)

After analysing the data, the descriptive statistics of *organisational citizenship behaviour towards individual (OCBI)* with mean score and test of significance is given below

**Table 2. Descriptive statistics of *OCBI*  
(Organisational Citizenship Behaviour-Individual)**

Descriptive statistics	Values	t	Sig.
Mean	4.24	41.905	0.000
Std. Deviation	0.58		
Skewness	-0.47		
Kurtosis	-0.22		
Minimum	2.14		
Maximum	5.00		

Source: Sample Survey

From table 2, it is clear that the mean of the composite variable representing *OCBI* is 4.24 with a standard deviation of 0.58, which is significantly higher than the mean of the response scale as the significance level of one sample t test is less than 0.05.

### 6.3 Organisational citizenship behavior towards the Organisation(OCBO)

The descriptive statistics of *OCBO* with mean score and test of significance is given below:

**Table 3 Descriptive statistics of Organisational  
Citizenship Behaviour (Organisation)-OCBO**

Descriptive statistics	Values	t	Sig.
Mean	3.98	31.008	0.000
Std. Deviation	0.62		
Skewness	-0.18		
Kurtosis	-0.29		
Minimum	1.86		
Maximum	5.00		

Source: Sample Survey

From table 3, it is clear that the mean of the composite variable representing *OCBO* is 3.98 with a standard deviation of 0.62, which is significantly higher than the mean of the response scale as the significance level of one sample t test, is less than 0.05.

## 6.4 Intention to Turn over

The descriptive statistics of *the Intention to turnover* with mean score and test of significance is given below

**Table 4 Descriptive statistics of *Intention to turnover***

Descriptive statistics	Values	t	Sig.
Mean	2.27	-24.063	0.000
Std. Deviation	0.60		
Skewness	0.89		
Kurtosis	0.05		
Minimum	1.00		
Maximum	4.32		

Source: Sample Survey

From the above table it is clear that the mean of the composite variable representing the *intention to quit* is 2.27 with a standard deviation of 0.60, which is significantly lower than the mean of the response scale as the significance level of one sample t test is less than 0.05. The result indicates that, according to the opinion of employees the factors contributing to the variable *intention to quit* in the organisation is weak. There is no intention for the employee to quit from BSNL, Kerala Circle.

## 7. The Relationship between Employee engagement and its outcomes

To test the hypotheses for the consequences of employee engagement, multiple regression analyses were conducted in which each of the outcomes was regressed on employee engagement.

### 7.1 Effect of employee engagement on organisational commitment

The analysis showcases the effect of *employee engagement* on *organisational commitment* on an individual basis. Therefore the analysis is conducted in a micro level.

From the Table 5 it can be seen that the coefficient of *employee engagementscore* is positive and is equal 0.745. The result indicates that *employee engagementscore* has significant positive effect on the *organizational commitment*. From the result it can be inferred that one unit increase in the *employee engagement* of the organisation leads to 0.745 unit increase in the *organizational commitment* of executives. The result indicates that *employee engagement* of an individual is directly proportional to his/her *organizational commitment*. As *employee engagement* increases the *organizational commitment* also increases.

**Table 5** Coefficients of the final regression model for effect of *employee engagement on organisational commitment*.

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.515	0.183		8.297	0.000
Employee engagement	0.745	0.047	0.626	15.689	0.000
A1: 1 if Upto 40, 0 otherwise	-0.158	0.059	-0.106	-2.681	0.008
P3: 1 if Good Performer, 0 otherwise	-0.092	0.055	-0.067	-1.680	0.094
R Square	0.412				
F	90.157				
Sig	0.000				

*Source: Sample Survey*

The regression equation for the *organizational commitment* of executives with respect to their *employee engagement* and personal/ official characteristics is given below:

$$\text{Organisational Commitment (OCm)} = 1.515 + 0.745 EE - 0.158A_1 - 0.092P_3$$

Therefore the result accepts the null hypothesis that *Employee Engagement* will be positively related to *Organizational Commitment*.

## 7.2 Effect of employee engagement on organizational citizenship behavior individual (OCBI).

The following micro analysis showcases the effect of employee engagement on organizational citizenship behavior individual (OCBI).

The coefficients of the final regression model for effect of employee engagement on *organizational citizenship behavior individual (OCBI)* is presented in table 4.6. From the Table it can be seen that the coefficient of employee engagement score is positive and is equal 0.500

The result indicates that *employee engagement* score has significant positive effect on the *organizational citizenship behavior individual (OCBI)*.

**Table 6** Coefficients of the final regression model for effect of employee engagement on *organizational citizenship behavior individual (OCBI)*

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.386	0.177		13.519	0.000
Employee engagement	0.500	0.046	0.482	10.981	0.000
A1: 1 if 41-50, 0 otherwise	-0.102	0.053	-0.085	-1.931	0.054
P4: 1 if Outstanding Performer, 0 otherwise	-0.365	0.154	-0.104	-2.362	0.019
R Square	0.258				
F	44.707				
Sig.	0.000				

*Source: Sample Survey*

The regression equation for the *Organizational Citizenship Behavior Individual (OCBI)* of executives with respect to their *employee engagement* and personal/official characteristics is given below:

---

© Associated Asia Research Foundation (AARF)

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories.

$$\text{Organizational Citizenship Behavior Individual (OCBI)} = 2.386 + 0.500EE - 0.102A_1 - 0.365P_4$$

Therefore the result accepts the null hypothesis that *Employee Engagement* will be positively related to *Organizational Citizenship Behavior Individual (OCBI)*.

### 7.3 Effect of employee engagement on organizational citizenship behavior organisation (OCBO).

The following micro analysis presents the effect of employee engagement on *organizational citizenship behavior organization (OCBO)*.

From the Table 7, it can be seen that the coefficient of *employee engagement* score is positive and is equal 0.604. The result indicates that *employee engagement* score has significant positive effect on the *Organizational Citizenship Behavior Organization (OCBO)*.

**Table 7 Coefficients of the final regression model for effect of *employee engagement* on *Organizational Citizenship Behavior Organisation (OCBO)*.**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.956	0.209		9.350	0.000
Employee engagement	0.604	0.046	0.547	13.077	0.000
M: 1 if JM, 0 otherwise	-0.167	0.075	-0.092	-2.231	0.026
T1: 1 if nil, 0 otherwise	-0.193	0.076	-0.147	-2.543	0.011
T2: 1 if one, 0 otherwise	-0.129	0.071	-0.104	-1.821	0.069
P1: 1 if Yet to be appraised, 0 otherwise	0.682	0.226	0.124	3.021	0.003
P4: 1 if Outstanding Performer, 0 otherwise	-0.429	0.153	-0.114	-2.810	0.005
R Square	0.370				
F	37.464				
Sig.	0.000				

Source: Sample Survey

The regression equation for the *Organizational Citizenship Behavior Organization (OCBO)* of the junior and middle level managers with respect to their *employee engagement* and personal/ official characteristics is given below:

$$\text{Organizational citizenship behavior organization (OCBO)} = 1.956 + 0.604EE - 0.167M - 0.193T_1 - 0.129T_2 + 0.682P_1 - 0.429P_4$$

Therefore the result accepts the null hypothesis that *Employee Engagement* will be positively related to *Organizational Citizenship Behavior Organization (OCBO)*.

#### 7.4 Effect of employee engagement on Intention to quit.

Intention to quit is also identified as a consequence of employee engagement. The following micro analysis showcases the effect of *employee engagement* on *intention to quit* at an individual level.

From the Table 4.8 it can be seen that the coefficient of *employee engagement* score is negative and is equal -0.420. The result indicates that *employee engagement* score has significant negative effect on the *intention to quit*.

**Table 8 Coefficients of the final regression model for effect of *employee engagement* on *intention to quit*.**

	B	Std. Error	Beta		
(Constant)	3.806	0.193		19.699	0.000
Employee engagement	-0.420	0.051	-0.391	-8.238	0.000
P3: 1 if Good Performer, 0 otherwise	0.144	0.059	0.115	2.428	0.016
R Square	0.151				
F	34.545				
Sig.	0.000				

*Source: Sample Survey*

The regression equation for the *intention to quit* for the executives with respect to their *employee engagement* and personal/ official characteristics is given below:

$$\text{Intention to quit (IQ)} = 3.806 - 0.420EE + 0.144P_3$$

**Therefore the result accepts the null hypothesis that the *intention to turnover* would be negatively related to *employee engagement*.**

## 8. Conclusion

This study suggests that employee engagement is an important construct that is obviously worthy of future research. The level of employee engagement is significantly and positively related to its identified outcomes like organisational commitment, OCBI and OCBO but negatively related to the Intention to quit.

## 9. Bibliography

- Agoi, I. F. (2015, December). Effect of work engagement on employee turnover intention in public sector, Kenya. *International Journal of Economics, Commerce and Management United Kingdom, III*(12).
- Albdour, A. A., & Altarawneh, I. I. (2014). Employee Engagement and Organizational Commitment: Evidence from Jordan. *International Journal of Business, 19*(2), 1083-4346.
- Baumruk, R. (2006). Hewitt Associates, 'Why managers are crucial to increasing engagement: Identifying steps managers can take to engage their workforce'. *Strategic HR Review, 5*(2), 24-27.
- Cesário, F., & Chambel, M. J. (2017, March). Linking Organizational Commitment and Work Engagement to Employee Performance. *The Journal of Corporate Transformation, 25*(1).
- Chiu, R. K., & Francesco, A. M. (2003). Dispositional traits and turnover intention: Examining the mediating role of job satisfaction and affective commitment. *International Journal of Manpower, 24*(3), 284-298.

- Frank, F. D., Finnegan, R. P. and Taylor, C. R. (2004) The Race for Talent: Retaining and Engaging Workers in the 21st Century. *Human Resource Planning*, 27(3), pp. 12-25.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87, 268– 279.
- Imam , A. (2014). Impact of Employee Engagement in Retaining Employees Through Mediating Effect of Job Satisfaction and Organizational Commitment and Moderating Effect of Job Stress: A Corporate Banking Sector Study of Pakistan. 4, 1-15.
- Khalid, A., Khalid, S., Waseem, A., Farooqi, Y. A., & Nazish, A. (2015). Relationship between organizational commitment, employee engagement and career satisfaction: a case of university of Gujrat. *European Journal of Business and Social Sciences*, 3(11), 172 - 183.
- Lolitha , & Johnson, J. (2015). Twelfth AIMS International Conference on Management, Employee Engagement and Organisational Commitment among It Sector Employees in Kerala. Mahatma Gandhi University.
- Richman, A. (2006). “Everyone Wants an Engaged Workforce: How Can You Treat It?”, *Work Span*, 49(1): 36-39.
- Saks, A.M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21, 600–619.
- Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. In A. B. Bakker & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 10– 24). New York: Psychology Press
- Shaw Kieron (2005). An engagement strategy process for communicators. *Strategic Communication Management*, Vol 9, Issue 3, 26-29.
- S.V. Mxenge, M. Dywili, S. Bazana. (2014, September). Job Engagement and Employees’ Intention to Quit among Administrative Personnel at the University of Fort Hare in South Africa. *International Journal of Research in Social Sciences*, 4(5).

- Thomas, R. (2016). "Supervisor's Engagement and Organization Outcomes: The Mediating Role of Employee Engagement on Task Performance and Organizational Citizenship Behavior". Human Resource Development Theses and Dissertations. Paper 11.
- Valmikam, V., & Srikrishna, G. (2017, June). A Study on Employee Engagement, Organizational Citizenship Behavior in Organizations with Reference to Fringe Benefits. *International Journal & Magazine of Engineering, Technology, Management and Research: A Peer Reviewed Open Access International Journal*, 4(6), 562-565.
- Wesley J., R., & Krishnan S., G. (2013, November). Correlates Employee Engagement with Turnover Intention. *International Journal of Human Resource Research Review*, 1(9).
- Whittington, J. L., & Galpin, T. J. (201). The engagement factor: building a highcommitment organization in a low-commitment world. *Journal of Business Strategy*, 31(5), 14-24.