Is there is a need of simultaneous study of Motivational analysis of Organisations and Employee engagement to achieve sustainable engagement?

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Abstract: *The latest Annual Report3 issued by the Ministry of Micro, Small and Medium Enterprises, 86% of small enterprises felt that retaining talent was a big challenge owing to their lack of ability to pay well, and absence of branding. The researcher studied various employee engagement reports and surveys by Hays, Great Place to work Institute, Towers Watson, SHRM, Aon Hewitt, published in 2014-15, came to conclusion that analyzing the employee engagement with the perspective of employee will be only one side of the coin, there should be similar analysis of the organizational motivation climate to understand how much it supports to the employees. With the objective of finding out if there is any link between the employee satisfaction and organizational processes supporting to these employee satisfaction factors, the researcher conducted Motivational Analysis of Organisational Climate and collected employee engagement survey data in one SME at Bangalore. The researcher concluded that the employee satisfaction is not linked only to the individual motives but also has a linkage with the organizational motives behind each process and policy. "A combination of organisaional motivational analysis and the employee engagement /satisfaction survey will produce a clear picture of sustainable employee engagement factors for the organization".*

Key Words: *Sustainable employee engagement, Motivational Analysis of Organisation (MAO-C), Employee engagement factors, Herzberg Two Factor theory*

I. INTRODUCTION

According to the latest Economic Survey, Indian SMEs employ close to 40% of India's workforce. After the agriculture sector, SMEs rank second in fostering employment opportunities. Over 3.25 lakh jobs were generated in the SME sector during the period between April 2011 and February 2012.

According to the latest Annual Report**3** issued by the Ministry of Micro, Small and Medium Enterprises, the **Smaller Enterprises feel the pressure of not being able to retain talent.** 86% of small enterprises felt that retaining talent was a big challenge owing to their lack of ability to pay well, and absence of branding. Respondents stated that due to low operating margins they were often unable to retain the right skilled talent. In comparison, 82% mid-market enterprises stated this as a challenge.

With reference to this challenge, the researcher studied various employee engagement reports and surveys by Hays, Great Place to work Institute, Towers Watson, SHRM, Aon Hewitt, published in 2014-15. But after analyzing these reports the researcher felt that analyzing the employee engagement with the perspective of employee will be only one side of the coin, there should be similar analysis of the organization to understand how much it supports to the employees through its processes and practices, which in turn reciprocates in the employee satisfaction and engagement.

Since the organizational climate is the perceived attributes of an organization and its subsystems, as reflected in the way an organization deals with its members, groups and issues to better understand the organizational perspective, a tool like Motivational Analysis of Organisational climate i.e. MAO-C was selected by the researcher.

So the researcher felt that "a combination of organisaional motivational climate analysis and the employee engagement /satisfaction survey will produce a clear picture of sustainable employee engagement factors for the organization**".**

*1.1 Research Objectives***:**
1. To explore the employee satisfaction and simultaneously analyse the organizational motivational climate
2. Try to find out if there is any link between the employee satisfaction and organizational process supporting to these employee satisfaction factors through a motivational analysis of organization climate
3. If there is no link between the motives of organization behind its processes and what the employee motives are then does it impacts the employee engagement.

II.   RESEARCH METHODOLOGY

To study these objectives the researcher conducted a study in one of the SME, manufacturing electronic components based in Bangalore. The company is a medium sized company, owned by a family owned business group in Germany. The company established in the year 2002, started operations from 2003. An employee satisfaction survey and the Motivational analysis of the Organisational Climate were conducted. The employee satisfaction survey of the staff of 45 was conducted.

The researcher collected the data of Employee engagement survey, which was conducted by the organization. And rolled out the MAO-C, the tool (refer Training instruments in HRD and OD by Udai Pareek & TVRao) for the motivational analysis of organizational Climate i.e. MAO-C.

2.1 *Empirical study reports referred:*

The researcher studied the research reports and surveys conducted internationally and published by in the year 2013, 2014-15, by various research organizations and consultancies. This study was specifically conducted to understand employee engagement factors, future trends in employee engagement and the factors which contribute in making organization a best place to work, as well as the employee retention factors.

1.   The **Employee Job Satisfaction and Engagement report** published by SHRM in Nov 2014 assessed 43 aspects of employee job satisfaction and 37 aspects of employee engagement. According to the survey the top 6 contributors of employee engagement conditions (for 600 us employees) 1.Relationship with co-workers 2,Contribution of work to organization's business goals 3.Meaningfulness of the job Opportunities to use skills/abilities 4.Relationship with immediate supervisor 5.The work itself 6.Organization's financial stability

2.   **The survey "New rules of engagement " published by Hay group in 2014-15** says their" *Leadership 2030* research" highlights six global megatrends that are fundamentally changing relationships between businesses, their customers and employees are : Globalization 2.0,Environmental crisis, Demographic change, Individualism, Digitization, Technological convergence. And five major keys to handle these megatrends**:** Enabling, Empowering, Trusting, Adaptable, And Continual.

3.   "**How to stop your talent taking flight, A guide on how to retain your people" published by Hay group** in association with the Centre for Economic Business Research in 2014-15 identified five retention factors**:** features of an organization that drive employee commitment. Crucially, stayers are more satisfied with each of these than leavers: Confidence in the organization and its leadership Room for growth, a fair exchange, an environment for success, Authority and influence**.**

4.   As per the survey published by **Great Place to work institute**, **"Great place to work – Best work places 2015-Asia**, Trust is the foundation of a great workplace and a key ingredient in employee engagement and business success. The key drivers for the best workplaces were studied by finding out the Trust index score with 58 statements. **The findings of survey:** Asia's Best Workplaces have a lower average Trust Index score than the other regions. And scores for the five dimensions of the Trust Index that make up the overall average— credibility, respect, fairness, pride and camaraderie are in most cases lower in Asia than they are in other regions.

5.   **The survey by Towers Watson, Reimagining employee engagement in India published in 2015-16, says, t**here is a different mood in the employee engagement space in India; it's not just about tabulating data and deriving insights, but turning them into actionable, evidence-based strategies that impact positively on an organisation's bottom line and demonstrate to all employees the willingness to change and continuously improve. The main areas of thrust in the report are Accountability of Employee engagement is shifting and it should be / is the KRA for leaders, Organisational listening concept combined with mew technology will help to resolve the long standing issues, issues of stress and dissatisfaction, Need to recognize the employee wellbeing

2.2 *Respondents:*

At present the strength of the company is 150 workers and 45 staff. The levels in the staff are junior officers for support functions and Supervisors for the production. The next level is of Executives then next is senior executives, then managers, senior managers and Head of the function. All the heads report to the managing director of the company. The Head of Marketing and HR report to the Asia Pacific head as a matrix structure.

2.3 *Design of the study***:**

The most relevant motivation theory which explains about the employee satisfaction is Herzberg's two factor theory, which clearly classifies those satisfiers and the motivators. And most of the employee engagement surveys use this base and execute to analyse.

The researcher felt that exploring the engagement factors and the exit factors will be one side of the coin. The organisational support through the various organizational processes also should be explored. The organizational climate is the perceived attributes of an organization and its subsystems, as reflected in the way an organization deals with its members, groups and issues (TV Rao/Udai Pareek). So the researcher felt that the motivational

analysis of organizational climate described will be best suitable instrument to study the 12 organizational processes and analyzing whether the organizational climate supports the employees on 6 basic motives.

The organization climate was surveyed through instrument MAO-C, designed by Udai Pareek and TV Rao specially to study the Organisational climate with special regard to motivation. (Refer table-3)

And the motivational analysis of organizational climate described is the best suitable instrument to study the 12 organizational processes and analyzing whether the organizational climate supports the employees on 6 basic motives.

Combining the results of these two and comparing it with the two factors of Herzberg was the method applied by the researcher.

The results of the survey were also compared with the analysis of the research reports and surveys referred in the empirical study.

2.4 *Statistical Analysis*:

1. The employee engagement survey was conducted by the organization, the data was collected by the researcher, on 11 different engagement factors, which was classified under tenure of the employee in three categories : 1-3 years, 3-6 years and 6-10 years, tom understand the tenure wise engagement factors response.(refer Table-1)

2. The factors of the employee engagement survey were classified under the two factors of Herzberg's theory i.e. Hygiene and the Motivators, the response was interpreted.(Refer Table-2)

3. The MAO-C was rolled out and the data was collected on 12 organizational processes and analyzing whether the organizational climate supports the employees on 6 basic motives. (Refer-Table-3)

4. Similarly the result of MAO-C, the motives analysed for each organizational processes were interpreted by combining it with the two factors of Herzberg Theory.(Refer table-4).

2.5 *Data Tables and Figures*:

1.   Employee Engagement Survey: Analysis - Table -1

Factors	Ratings (on a scale 0f 0-10)		
Tenure	1-3 yrs (n-15)	3-5 yrs (n-25)	6-10 yrs (n-5)
Job Insight and Understanding of the job	5	6	7
Leadership and Feedback system	6	6	6
Salary and Compensation	5	5	6
Growth Opportunities	4	5	5
Appreciation and recognition	5	4	6
Training	5	5	7
Teamwork	6	5	7
Communication	6	6	7
Commitment /Loyalty	4	5	6
Infrastructure/physical facilities	5	5	6
Working conditions /company rules	5	5	6

2.   Herzberg 's factors and the employee satisfaction factors in survey : Table-2

Herzberg : Hygiene Factors	Employee satisfaction survey factors	**Survey Ratings**	**Herzberg :Motivators**	Employee satisfaction survey factors	Survey Ratings
Salary	Compensation	Average	Advancement	Growth Opportunities	Average
Working Conditions	Working conditions	Average	Development	Training and development	Average
Company Policy	company rules	Average	Responsibility		Not included
Supervision	Leadership and feedback system	Good	Recognition	Appreciation	Average
Work Group	Teamwork	Good	Work itself	Job insight /understanding of the job	Above average

3. Motivational Analysis of Organisation Climate : MAO-C –Table-3

	Dimensions of MAO-C / Motives	Dominant Motives	Backup Motives
1	Orientation	Affiliation	control
2	IP Relation	Achievement	Extension
3	Supervision	Control	Dependency
4	Problem Management	Affiliation	Control
5	Management of Mistakes	Control	Dependency
6	Conflict Management	Influence	Affiliation
7	Communication	Control	Control
8	Decision Making	Achievement	Influence
9	Trust	Affiliation	Control
10	Management of Rewards	Achievement	Control
11	Risk Taking	Control	Influence
12	Innovation and change	Influence	control

4. MAO-C with Two Factors of Herzberg theory : Table-4

	Dimensions of MAO-C / Motives	Dominant Motives	Backup Motives	Hygiene factor	Motivator factor
1	Orientation	Affiliation	control	Company Policy	Advancement
2	IP Relation	Achievement	Extension	Work Group	
3	Supervision	Control	Dependency	Supervision	
4	Problem Management	Affiliation	Control	Company Policy	
5	Management of Mistakes	Control	Dependency	Company Policy	
6	Conflict Management	Influence	Affiliation	Company Policy	
7	Communication	Control	Control	Working Conditions	
8	Decision Making	Achievement	Influence	Company Policy	
9	Trust	Affiliation	Control		Responsibility
10	Management of Rewards	Achievement	Control	Working Conditions	Recognition
11	Risk Taking	Control	Influence	Company Policy	Responsibility
12	Innovation and change	Influence	Control	Company Policy	Work itself

2.6 *Data Interpretation* /findings:

- The results of the survey are interpreted by taking the Herzberg theory as a base, it shows that the Hygiene factors are rated as Average and the Motivators are also maximum rated average in the employee engagement survey. With the base of Herzberg theory the inference can be drawn as the satisfaction level of the employee is average the motivation level is also average.
- One of the important factor- Commitment and loyalty is been rated as moderate between average and good.
- The organizational climate is dominated prominently by Affiliation, Achievement and Control motives, which suggest that the organization though emphasizes on Human relations but it is bureaucratic, and control motive is also one of the dominant motives, so empowerment and responsibility sharing is less.
- The organizational motivational climate analysed shows the organizational motives under the organizational processes does not support the hygiene factors, which are usually considered as the satisfying factors.
- The factors studied through various reports mentioned in the empirical study about the future trends in employee engagement and the factors that help to design the organizational processes to support the

employee engagement are needed to be combined with employee engagement exercises to achieve sustainable employee engagement.

III. CONCLUSION

The key findings of the research conclude that:

1. The organizational motivational climate of the organization analysed , shows the organizational motives under the organizational processes does not support the hygiene factors which are usually considered as the satisfying factors.
2. The employee engagement is not linked only to the individual motive but also has a linkage with the organizational motives behind each process and policy.
3. So only employment engagement survey analysis will not help the organizations for the sustainable engagement but there is a need to analyse whether the oragnisational processes are in linkage with the actual mission and vision of the oraganisation as well as finely tuned with the employee motives and satisfaction.
4. For this there is a need to combine the employee engagement surveys with the organizational analysis to have a complete analysis of employee engagement.
5. A combination of organisaional motivational analysis and the employee engagement /satisfaction survey will produce a clear picture of sustainable employee engagement factors for the organization.

The researcher feels that studying and combining organizational climate is one of the areas but this organizational analysis should cover the study and analysis of organizational culture and atmosphere along with study of organizational climate.

So this research has further scope of analyzing and combining more aspects of organizational analysis for making the employee engagement sustainable.

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