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Causative Determinants of Work Engagement among Employees-A Study of NGOs in Bangalore

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Abstract

NGOs are non-profit groups with a development focus that offer free services to both their own members and others in need. More people who are excited about and interested in the spirit of giving and volunteering are participating in NGOs. The 24/7 work culture of an NGO seems favourable and desirable from the perspective of human resource management. In relation to the above, the goal of this survey is to find out how much attention NGOs (especially those in Bangalore) give to the development of their human resources as well as the effect of several determinants on the staff's involvement in their job. A standardised questionnaire is used to gather primary data, which is then analysed using SPSS. According to the authors' understanding, interpretations, findings, and recommendations are offered.

Keywords: Employee engagement determinants, Employee engagement in NGOs, Volunteering in NGOs, Workplace culture in NGOs.

Introduction

The fields of human resources and management have recently paid a lot of attention to employee engagement and related ideas. Both the business world and NGOs are paying more and more attention to the idea of employee engagement. Since then, there have been numerous definitions of employee involvement. Engagement is defined as "the scales on which people love, believe, and appreciate what they are doing."

Why is employee engagement the most fascinating management notion of them all?

- Concerns with employee engagement at work
- The astounding research findings globally

Employee engagement is defined by its originator, William Kahn (1990:694), as "the harnessing of organisation members' selves to their work roles; in engagement, employees

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employ and express themselves physically, cognitively, and emotionally throughout role performances."

- The cognitive facet of employee engagement relates to employees' beliefs about the organisation, its leaders, and working conditions
- The poignant facet tells how employees feel about each of those three determinants and whether they are having positive or negative stances towards the institution and its leaders
- The material facet of employee engagement narrates the material strengths that apply to managing the duties

NGO is defined as "an arrangement, that is, carried out by an independent board that holds meetings, raises funds for appealing assistance, primarily from individual beginnings, and expands money, either accompanying or outside paid traders, in carrying out a programme directed generally to help community wellbeing by duties or fitness, or association of projects." The arrangement and its human resources management principles, orders, and practises must be in line with the principles of exposure, confrontation, trust, sincerity, supporting-operation, independence, cooperation, and experimentation. This climate for human resources management must be supportive for engaging the employees in NGOs.

Review of Literature

Kahn (1990) published his research on the idea of "personal engagement," which entails a person's physical, cognitive, and emotional commitment to their work. Engagement was influenced by three psychological factors: meaningfulness, safety, and availability. Over the past ten years, research on employees' work engagement (WE) has received a lot of attention, and it appears that this trend will continue (Saks, 2019; Wollard & Shuck, 2011). Work engagement and employee and organisational performance are related (Anitha, 2014; Dhir & Shukla, 2019; Saks, 2006; Xanthopoulou et al., 2009). The research serves as the foundational hypothesis for subsequent employee engagement investigations (Bhuwaneshwari dan Kumar, 2017). Saks (2006) discovered a connection between the Social Exchange Theory and the level of employee engagement (SET). Employees will feel that they owe it to the organisation to respond appropriately and to give something back after receiving economic and socioemotional resources from it. The term "employee engagement" refers to a state of mind that is enthusiastic, committed, and absorbed that is tied to work (Schaufeli dan Bakker, 2004). (2002) Volume 11 | Issue 2 | 2022 Schaufeli et al. /doi.org/10.18267/j.cebr.286 22) WE is described as "a good, fulfilling state of mind relating to work that is characterised by vigour, devotion, and absorption" by CENTRAL EUROPEAN BUSINESS REVIEW (p. 74). When it comes to labour, vigour entails expending constant effort and energy. Dedication gauges how enthusiastically and responsibly someone engages in their work. Absorption refers to focus and engrossment (Schaufeli et al., 2002). A significant number of research investigations have accepted the definition proposed by Schaufeli et al. (2002). (Bailey et al., 2017). Employee engagement, according to Gibson, Ivancevich, and Donelly (2000), is the emotional and intellectual commitment people have to their workplaces, organisations, supervisors, and coworkers. This commitment drives employees to put forth discretionary effort in their work.

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Concerns exist, though, over the global WE decline. Towers Watson (2012) conducted a poll of 32,000 workers across 30 nations and discovered that just 33% of the workforce is engaged, 17% is distant, and 26% is disengaged. According to a 2017 Gallup report, only 16% of workers globally reported being engaged at work. These statistics demonstrated that roughly four out of five employees are not achieving their full potential or giving their all to the success of their organisations. Even more concerning, roughly 2 out of 5 workers just put in the bare minimal effort or are totally disengaged. These figures demonstrate the need to raise involvement in order to improve organisational results.

Non-engaging employees have become an enormous issue for managers in organisations in the constantly changing business environment (Dhir & Shukla, 2019). As a result, extensive study has been done to determine what factors influence work engagement. The relevance of job qualities, rewards and recognitions, perceived support, and fairness as predictors of employee engagement was highlighted in Saks' (2006) model of WE predictors and outcomes. Numerous aspects that affect WE have been examined in other works, including one's own psychological and perceptual condition, job-related traits, and organisational rules and procedures (Anitha, 2014; Bailey et al., 2017; Dhir & Shukla, 2019; Wollard & Shuck, 2011). Salanova et al. (2005) concluded that organisational resources (training, autonomy and technology) positively influenced WE. Similar to this, Demerouti et al. (2001) promoted the idea that job resources, such as performance feedback, supervisor support, and task control, were factors that affected WE. However, Wollard and Shuck (2011) argued that while numerous antecedents of WE have been discovered, few of them have been empirically tested, and they urged further study on the subject.

This paper examines the nature of a few factors that affect employee attitudes and behaviour in relation to how each person views the significance and purpose of their work.

Statement of the problem

The success, productivity, and performance of a specific organisation are all impacted by employee engagement at work. Many authors have acknowledged that the key factors influencing employee engagement across industries include perceived organisational support, training and development, authentic leadership, performance management, incentives and recognition, career advancement, employee communication, and CSR. Reviewing the literature revealed a dearth of studies looking at frontline workers' involvement in NGOs in the current environment. This research seeks to fill this vacuum by examining the major factors that affect work engagement in NGOs, particularly in Bangalore.

Objectives of the Study

- To know the work culture and employee aspirations of NGOs in general
- To understand and evaluate the determinants of work engagement in NGOs
- To understand the significance of the determinants to the level of work engagement in NGOs

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Research design

Primary data was collected through a structured questionnaire from a sample of 100 employees from various NGOs in Bangalore using convenient and snowball sampling methods. Collected data was analysed in SPSS for a better understanding of the topic. The secondary data is collected from journals, text books, magazines, and websites.

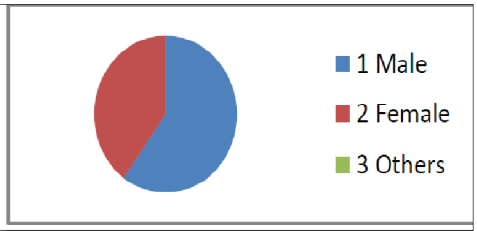
Limitations of the study

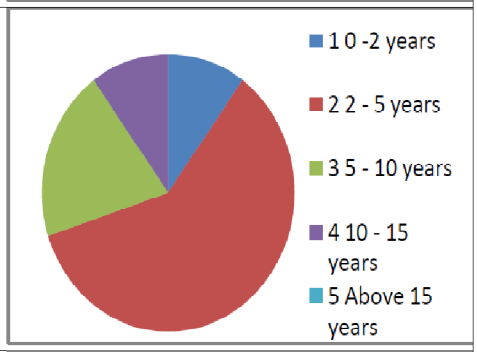
The research is limited by time, cost and geographic coverage as this is an academic effort. The study is limited only to the employees of NGOs in the proximity.

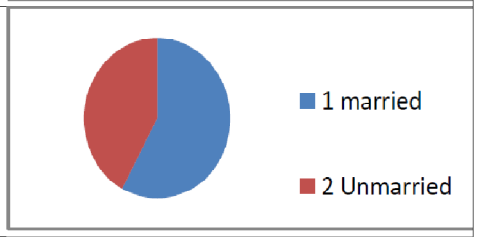
Data Analysis

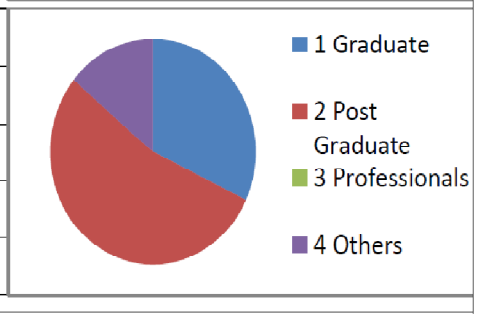
Table 1.Percentage Analysis of Demographic Variables

	No	Particular	Percentages
Gender	1	Male	60
	2	Female	40
	3	Others	0
Tenure	1	0 -2 years	10
	2	2 - 5 years	60
	3	5 - 10 years	20
	4	10 - 15 years	10
	5	Above 15 years	0
Marital Status	1	Married	58
	2	Unmarried	42
Qualification	1	Graduate	32
	2	Post Graduate	54
	3	Professionals	0
	4	Others	14









Interpretations

The sample consists of 60 % male and 40% female.

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Out of 100 respondents, 10% are of 0-2 years of experience, 60% are of 2-5 years of experience 20% are of 5 - 10 years of experience, 10% are 10- 15 years of experience, and none above 15 years of experience, i.e. Majority is having 2-5 years of experience.

Out of 100 respondents, 58% are married, 42% are unmarried i.e. Majority is married.

Out of 100 respondents, 54% are post graduates, 32% are graduates,14% are others i.e. Majority is post graduates.

Table 2: Reliability test

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.704	14

Interpretation: The consistency of the questionnaire was tested using reliability test by finding the Cronbach's Alpha value. The value was found to be 0.704 against a minimum allowable limit of 0.6. As a result, the scale was deemed reliable and suitable for use.

Table 3: Descriptive Statistics for the independent causative determinants using SPSS

Descriptive Statistics

	N Statistic	Minimum Statistic	Maximum Statistic	Mean		Std. Deviation Statistic
				Statistic	Std. Error	
Job role Clarity	100	0	2	1.02	.051	.512
Work Environment Satisfaction	100	1	2	1.31	.046	.465
Trust/Respect	100	0	2	1.19	.076	.761
Motivation & support	100	0	2	1.27	.060	.601
Financial Security	100	0	2	1.72	.053	.533
Career/Personal Development opportunities	100	0	2	1.49	.064	.643
Participation in Decision Making	100	0	2	1.19	.061	.615
Autonomy at work	100	0	2	1.19	.053	.526
Authenticity of work	100	1	2	1.08	.027	.273
Challenging /Risk Assignments	100	0	2	1.04	.068	.680

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Collaboration/Teamwork	100	0	2	1.30	.058	.577
Rewards & Recognition	100	0	2	1.34	.062	.623
Training Initiatives	100	0	2	.47	.072	.717
Valid N (listwise)	100					

Measures of central tendency: The above table shows that the average values for all the determinants except training initiatives are above 1.00 with 1.72 as the highest. It demonstrates that the majority of respondents agree with the questions posed by the instrument for the initiatives in NGOs in determining work engagement.

Other findings of the study

According to the response received for the open ended question kept in the questionnaire 85% of respondents echo that NGOs are the best place to work with freedom and mindfulness. The feeling of belongingness and security is more when compared to a corporate environment.

- All the determinants were positively correlated towards each other and with themselves
- Most of the respondents felt that their job is special and meaning full and felt good about the ways they contribute to the society
- Most of the respondents said they received special and unique benefits for the efforts they put in critical crises
- Most of the respondents expressed that the work culture in NGOs are really good with no politicking, backstabbing to get things done. This is missing in corporate culture
- Most of the respondents said their opinions are counted while making decisions
- They were very much happy as they get complete freedom to do their work
- With all the positive points mentioned above, would like to add a negative opinion received which was that ‘Owners or authorities need to increase the transparency with respect to the funds received’
- Most of them shared their experience of the need of counseling when in stress

Conclusion

No person appreciates a disengaged team or being by themselves. Everyone finds it uncomfortable to spend 40 or more hours per week in a low-energy environment, but it's especially detrimental to business.

As NGOs' play a major role in national development and philanthropy, it's our duty to promote these kinds of organizations and their services. We need to attract more youngsters to join in and associate with such organizations.

The study tries to understand human resources development and practices in nonprofit organizations, though the concentration is more on the employee engagement aspects. Hence, this study tries to highlight some of the grey areas in the employee engagement practices in corporate organisations. However, results maybe completely different depending on the

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nature of services provided in NGOs. Lastly, NGOs are found to be the Great Place to work, ahead of the corporate sector in providing a positive and engaging employee experience.

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