

Problems of Employee Engagement in SME's of Kashmir

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Abstract - Employee engagement is the complicity of employee in taking decisions, mission and vision of organization. Employee engagement is the concept that has its roots in science as it puts focus on human conditions. Employee engagement is the expanse to which employees feel fervid about their tasks, are vowed to the organization and put facultative efforts into their task. Employee engagement is not confined to only activities and events but is the driver of performance. Engaged employees are clear about their goals and understand the purpose, where and how they fit in. organizations with engaged workforce outperform their competition. Employee engagement is very crucial for organizational development. As competition grows, demand for employee engagement also increases. Organizations despite giving efforts fail to engage employees, reason is that they follow redundant leadership policies, communication barriers etc. Employee engagement is topic of discussion in SME's because they have a prime role in economic development. In this paper various issues that SME's face as a barrier of employee engagement is discussed. This paper also highlights the impact of poor communication on engagement of employees and also the smash between leadership behavior and employee engagement. The data collected for the study is based on survey using questionnaire and standard deviation, variance and mean of the data is also calculated. The paper concludes that employees are engaged fully when their leaders give clear guidelines, provide support for job performance. By this, employees get clarity about the task they are given and engage themselves fully with loyalty.

Index Terms - Employee, engagement, leadership, policies, communication, gap, performance etc.

INTRODUCTION

Employees are key resource to every business because of increased competition in market. Organizations are paying attention towards employee engagement because it contributes to overall rational of organization [Demerouti and Cropanzano 2010]. Employee engagement involves connivance of

employees in decision making, mission and vision of organization. Employee engagement is viewed as predictor of organizations ability to cope with various uncertain and difficult situations. Engaged employees contribute more towards organizational success and not only increase bottom line profits but also help an organization to have improved proficiency in driving change and other initiatives [Smith and Markwick 2009]. As employee engagement has become a key indicator for increasing organizational productivity and job satisfaction among employees but at the same time there are various problems that organizations are facing in retaining employees and engaging them fully towards organizations [Shree 2019]. Employee engagement is quoted as one of the most common problem that organizations are facing these days. Employee engagement is a worldwide issue. Research revealed that only 13% of employees are ardently engaged at work [Daqar 2019]. There are various barriers that hurdle employee engagement in small and medium scale enterprises of Kashmir. There is lack of clarity about what engagement is. In SME's employee engagement is associated with job satisfaction or even happiness but in real terms it is more than that. Another barrier which is found to be common in SME's is dearth of work life balance. Some organizational leaders look ahead that their workers should quell their lives on grip, putting the organization first on all phases. Poor management decisions sometimes also come out as negative element for employee engagement. Workers who face capricious management decisions suffer disengagement because they feel unheard and think that their opinions are not entertained and propped up by organization.

There is need to overcome the hurdles that come in way of employee engagement. If proper attention is not given to overcome the problems that hinder employee engagement, it will ultimately lead to

decreased performance of employees and reduced organizational productivity.

LITERATURE REVIEW

Kahn (1990) supposed that organization which face problems in retaining employee engagement should focus on psychological requirements of employees to overcome this problem. When an organization fails to provide resources to the employees, then employees preserve or pull out from the roles they are given. He focuses on three emotional wishes: belongingness, welfare, accessibility.

Gagne and Meyer (2008) stated that self-determination theory assist to spell out not only engagement but also the intellectual states and comportment that can result in truancy of engagement in an organization. They believe that SDT has been used as guide from past years for computation of employee engagement pertinent variables e.g. satisfaction of requirements, incentives, intellectual outcomes. They believe that SDT can be rapidly employed in developing the measures of various facets of engagement. Not only this, but they also gave the theoretical explanation for various upshots of mismanagement of employee engagement and also highlighted the efforts that can build employee engagement.

Ologbo and Saudah (2011) noted that in order to improve employee engagement, employees need to be assertive with the organization they are working in. They also focus on the factors that can build this confidence level. These factors include: constancy of leadership, faith in leader, brace from leader and creating an onus free environment. These components are contemplated to be vital in order to boost the confidence of employees and when employees are confident, this will ultimately lead to their active engagement in the organization. Their study relies on both qualitative and quantitative data using questionnaire as a tool for study.

Gupta and Kumar (2013) acknowledged that organizations face problem of disengagement because of absence of performance appraisal justice. Performance appraisal is one of the leading urgencies of shuman resource management practice and yields positive results when it comes to employee engagement. The study findings show that distributive and informational justice dimensions have positive

links with employee engagement and own a stronger impact on work engagement.

Balaji (2014) said that organizations face problems of employee engagement because remuneration solo is not adequate to keep highly skilled, motivated and experienced workforce. He further added that lack of harmony and coordination from management also affects employee engagement. In his study he gave attention to various factors that help in increasing employee engagement: offer positive feedback and employee recognition, provide educational opportunities to employees and promote communication between management and employees. Castellano (2015) acknowledged that in order to gain employee engagement their positive reaction is must. Employees respond positively to five key facets: prowess variety, job identity, job importance, liberty and counsel. He stated that it is evident from the research that employees who perform with these propositions show high job motivation, contentment and presence. If employees are satisfied, motivated and punctual then it will increase their engagement in the organization they are working in. This study used questionnaire and interview as tool.

Maya and Kavitha (2019) said that employee engagement can be improved in an organization if employees are recognized extra than any other factor and a hefty benefactor to organizations combative position. There should be proper arrangements for improvement and learning. One of the problems of employee engagement is poor learning opportunities and if a continuous process of learning and improvement is taken into account, this will improve the levels of employee engagement.

Mkheimer and Salameh (2020) stated that organizations face problems in employee engagement because in this dynamic competitive business environment, employees encounter modern and new changes. They suggest that from past few years the notion of employee engagement has changed from satisfied employees to committed employees and organizations need to adapt with the changing circumstances. They also highlight that organizations face problems in engaging employees because organizations don't give much efforts and plans which grail to retain their employees. In order to improve employee engagement, organizations need to make policies for effective communication, proper grievance mechanism. In their study they took sample

of 250 industrial firm’s employees. Their findings have significant imputation for management in order to inflate its development, specifically in relation to human resource development and employee’s motivation.

OBJECTIVES

To scrutinize the impact of disintegration of various activities on employee engagement in SME’s of Kashmir.

RESEARCH METHODOLOGY

The study is centered on primary data collected from the employees of different SME’s operating in district Pulwama, Srinagar and Anantnag of Kashmir region.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Redundancy in leadership policies is a barrier for employee engagement	20	52	9	2	2
Unsaturated communication in organization reduces employee engagement	11	47	11	6	-
Political turmoil is a barrier for employee engagement	29	24	14	5	3
Lack of transparency and involvement in decision making reduces employee engagement.	29	31	7	7	1
Proper grievance redressal mechanism is must for engaging employees	10	37	17	11	-
Solid employee engagement strategy is missing in SME’s of Kashmir	18	39	11	3	2
Work life imbalance is a barrier of employee engagement	10	34	18	9	1
Lack of development opportunities for employees of SME’s reduces their engagement.	23	31	11	5	2
Mean \bar{x}	18.75	36.87	12.25	6	1.37
Standard Deviation σ	7.95	9.09	3.80	2.97	1.05

The above data clearly shows that mean and standard deviation are more where employees agree with above statements.

Overall results are scrutinized as:

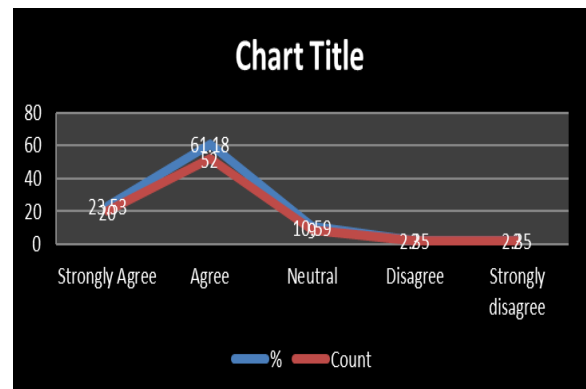
Options	Percentage of employees	Count
Strongly agree	23.53	20
Agree	61.18	52
Neutral	10.59	10
Disagree	2.35	2
Strongly disagree	2.35	2

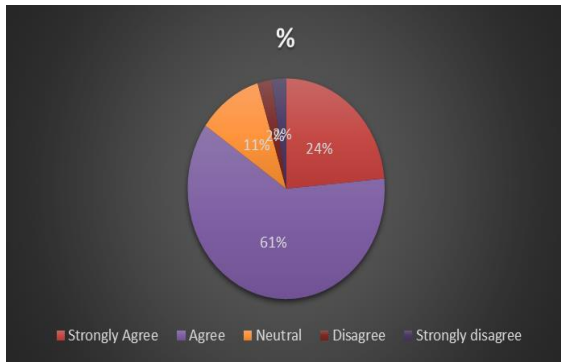
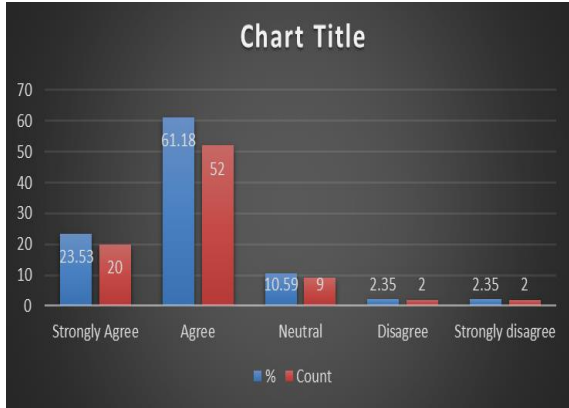
Questionnaire is used as an instrument for the study and 100 employees were targeted out of which 86 employees responded. The questionnaire employed a Likert scale with 5 points to indicate the perception of employees regarding the problems related to employee engagement. The questionnaire is attached at the end of this paper.

DATA ANALYSIS

In this study we find out that in small and medium scale industries of Kashmir region employee engagement is reduced because of various problems faced by employees like communication gap, redundant leadership policies, political turmoil etc. The data is presented below:

The above data is presented in bar graph and pie chart also:





Calculating mean, standard deviation and variance of the above results:

Values: 2, 2, 9, 20, 52

$$\text{Mean} = \sum x/n = 85/5=17$$

$$\bar{x} = 17$$

X	\bar{x}	X- \bar{x}	(X- \bar{x}) ²
2	17	-15	225
2	17	-15	225
9	17	-8	64
20	17	3	9
52	17	35	1225
			Z= 1748

$$\text{Variance: } S^2/\sigma^2 = \frac{\sum(x-\bar{x})^2}{n-1} = 437$$

$$\text{Standard Deviation: } S/\sigma = \frac{\sum(x-\bar{x})^2}{n-1} = 20.90$$

FINDINGS

Employee engagement is the most tenable metric for organizations in the 21st century. So far there are several problems of employee engagement in small and medium scale enterprises especially in Kashmir region. Employee engagement is attracting a great deal of engrossment across business world. Employee

engagement is at peak of most of studies that cover the concern of human resource leaders. Roughly everyone is zealous about the notion and their program. However, there is far too slight attention on the problems or issues related to employee engagement. Employers fail to engage employees because organizations possess poor leadership behaviors, there is not effective communication channel through which communication process can be excelled in small and medium enterprises. Disturbance caused by turmoil also contributes to decreased levels of employee engagement in Kashmir. When we talk about employee engagement, it is the duty of employer to ensure that employees are engaged and streaming at full potential.

CONCLUSION

An amplifying mountain of research concludes that if organizations adapt policies and procedure like:

- Inlay proper leadership behavior
- Slide proper communication
- circulate transparency and involvement in decision making
- Develop prime grievance mechanism
- Call for suitable employment strategies and development opportunities
- Crisp on work life balance

This will help organizations to not only retain employees but engage them fully in. We came to this conclusion from the results shown by the survey conducted on employees. Disengagement can cause hidden costs for organization in terms of dwindled productivity, expanding employee cynicism, loss of core talent etc.

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Survey questionnaire on problems of employee engagement in SME's of Kashmir

Scale:	Strongly agree -1	Agree -2	Neutral -3	Disagree -4	Strongly disagree -5
Questions	5	4	3	2	1
1. Redundancy in leadership policies is a barrier for employee engagement.					
2. Unsaturated communication in organization reduces employee engagement.					
3. Political turmoil is a barrier for employee engagement.					
4. Lack of transparency and involvement in decision making reduces employee engagement.					
5. Proper grievance mechanism is must for engaging employees.					
6. Solid employee engagement strategy is missing in SME's of Kashmir.					
7. Work life imbalance is a barrier of employee engagement.					
8. Lack of development opportunities for employees of SME's reduces their engagement.					