STUDY ON IMPACT OF SELF-REALIZATION ON EMPLOYEE ENGAGEMENT

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ABSTRACT: Engaged Employees deeply and proudly recognize themselves physically, cognitively, and emotionally connected with the organization throughout performances in varied roles within the organization. They act as drivers of monetary and market success. They provide outstanding performances by attempting to stretch themselves and endlessly attempt to reach the goals by setting new standards of excellence. Due to this, Employee engagement has gained momentum in business organizations across the world. Employees are engaged only when organizations have healthy work culture and communication practices, wherever they get platforms to and opportunities to grow and develop their potential. These days' competitors will emulate the performance of the service provided however they cannot replicate the vigour, dedication, and absorption of their employees at the workplace. This paper outlines how Employee engagement may be enhanced through self-realization in retail service sectors.

This study provides a methodology for measuring impact of these antecedents on facilitating employee Engagement. This study seeks to research the link between every dimension of self-realization and employee engagement and is an attempt to work out whether Employees' perceptions of organizational culture are associated with their level of employee engagement.

KEYWORDS: Culture, Employee Engagement, Retail Outlets, Self-realization

INTRODUCTION

Self-realization determines your purpose in life and is an answer to your ultimate existence in this human form. It paves the path towards improvement in various aspects of life; your personal and creative growth is possible, only if you are aware of your abilities and potentials.

Self-realization is an expression used in Western psychology, philosophy, and spirituality, and in Indian religions. In the Western understanding it is the "fulfilment by oneself of the possibilities of one's character or personality"

Employee engagement is that the emotive affection Workforces feel towards their workplace, designation and position within the business firm, co-workers, philosophy and therefore they have an effect on this affection has on eudemonia and efficiency. From an employer's point-of-view, engagement of an Employee thinks about with victimization new procedures and initiatives to boost the high emotive connection felt and thus overall business success. Employee commitment conjointly results in competitive benefit of the organization. Supporters of worker commitment say that workers that sense showing emotion associated to their positions are additional probably to manoeuvre more the additional mile, still stay faithful and accomplish to the satisfactory of their capability. For admirers of Employee engagement, the emotive association is that the anchor that keeps Employees prompted at some point of tough financial and private times. Engaged Employees are appeared to kind a part of business organization's marque and a joyful, affianced, happy workers will have retention of the client, acquisition of key talent and therefore the capability to draw new clients and customers wherever a business's values is critical to customers.

Gallup's research report says only 13% of workers worldwide are engaged at job. Managers across the globe will facilitate solve this trouble and acquire the advantages of worker engagement. In line with Gallup research report

of 13% of workers worldwide are engaged at work, the other researchers also quoted that New Zealand 23% of engaged workers are found engaged, Australia's engagement rate is at pure gold. However, the United States of America, 30% employees are engaged. Engaged employees stand different from the not engaged and actively disengaged counterparts as a result of the discretionary efforts they perpetually bring back their roles. These employees go the additional mile, work with passion, and feel a profound commitment towards their company. They the workers who can drive innovation and move the business forward.

REVIEW OF LITERATURE

Employee engagement is often distinguished from connected constructs. Various definitions of worker Engagement generally confuse its meaning as compared to other connected terms. Few constructs like work engagement, Job involvement, job satisfaction, and organizational commitment and citizenship behaviour (OCB) are close to employee engagement and generally confuse the research scholars. It would seem that there are enough grounds for disagreeing that engagement is related to, but distinct from, additional constructs in organizational behaviour (Saks 2006). For example, Robinson et al (2004) state that "engagement contains numerous elements of both commitment and OCB but is by no means a perfect match with either.

a. **Robinson et al (2004)** "Linking distributive and procedural justice to employee engagement through social exchange: a field study in India. "The researchers have connected justice perceptions to worker outcomes and have referred to social exchange as its central theoretical premise. They used Saks' (2006) 11-item scale that takes under consideration both job engagement and organizational engagement comprising of 5 and 6 items. They tested a conceptual model linking distributive and procedural justice to worker engagement through social exchange mediators, specifically perceived organizational support (POS) and psychological contract. Using the social exchange perspective, a model was developed and tested with data collected from 238 managers and executives of manufacturing and service sector companies in India. Significantly, their study contributes to existing literature on organizational justice, social exchange and worker reactions.
   They establish distributive and procedural justice as primary determinants of POS, and procedural justice as a key antecedent of psychological bond in organizations. They additionally extend this chain of relationships by testing and supporting the mediating role of POS and psychological contract between justice perceptions and worker engagement.
   Findings recommend that perceived organizational support mediate the link between distributive justice and worker engagement, and perceived organizational support (PoS) and psychological contract mediate the link between procedural justice and worker engagement. The study supports the inclusion of distributive justice, procedural justice, POS and psychological contract models of worker engagement.
b. **Junghoon Lee (2012)**, this study tested empirically the relationships among antecedents and consequences of worker engagement in the Hotel Industry. This study gave theory-based empirical evidence regarding employee evaluations of self (i.e., core self-evaluations) and perceptions of organizational environment (i.e., psychological climate) affect employee engagement. This study examines how employee engagement leads to rewards, overall job satisfaction, attachment to organizational commitment and the Leader–Member Exchange (LMX). Employee Engagement is positively influenced by three components of psychological climate i.e., managerial support, interdepartmental and team communication.
c. **Alan M. Saks (December 2011),** the study "Organizational spirituality and employee engagement. A model of organization spirituality and employee engagement is presented in which three dimensions of organization spirituality i.e., transcendence, community, and spiritual values are related to employee engagement through four psychological conditions i.e., meaningfulness in work, meaningfulness at work, safety, and availability. He concludes that, Organizational spirituality and employee engagement are concerned with the spirit at work and focus on improving employee well-being and organizational performance, they have continued to evolve independently of one another.
d. **Maya Salimath et.al. (2019)** in their study on A Study on Employee's Self-Realization at Retail Outlets of Bangalore, found that Organization where the focus is on self-realization of employees is better, become more productive. Fighting and adjusting to the issues require patience, systematic approach, and timely feedback. Culture, which is based on negative energy and degenerates the organizational processes. In the course of time, it is reflected on the poor performance of the organization. Ethos that fosters honesty and trust, replenish member's energy, build collective strength, and develop emotionally intelligent culture must be encouraged. Thus, a positive workplace atmosphere deriving out of the unique culture is worth of developing, as it becomes the foundation of true organizational success through the employee engagement.

RESEARCH METHODOLOGY

Objectives of The Study

1. To elucidate the present levels of employee engagement at selected organized Retail outlets in Bengaluru.
2. To investigate the level of Self-Realization of the employees at the selected retail outlets.

Research Design: Descriptive research design was employed for current research.
Population: The population includes all employees of organised retail outlets in Bengaluru.
Frame: The frame comprised employees of the selected retail outlets of Bengaluru.
Sampling Method: Stratified sampling is employed
Sample Size: 360
Justification: Total population size is 720 among them the data was collected from the population of 360 with stratified random sampling technique is used for picking up the data.

Table 1: Sampling Justification

Sl. No	Outlet Name	Total employees	Samples Taken
1	Big Bazaar	140	70
2	Mega Mart	80	35
3	Shopper Stop	55	35
4	Metro cash and Carry	75	35
5	Pantaloons	70	35
6	Reliance Trends	80	45
7	Max	75	35
8	Dominos	75	35
9	Lifestyle International	70	35
	Total	**720**	**360**

Data Collection Design

The data was collected from primary and secondary resources.

- Primary Data was collected through a combination of a standardised questionnaire.
- Secondary data was collected from various sources like:
  - ✓ Journals of Industrial psychology, Journal of management and Journal of HRM
  - ✓ Reports & Research articles on Employee Engagement, Organization Culture and Organization Climate. Etc.

Reliability and validity of the instrument

The methodology is described in detail considering the reliability and validity parameters which is used for the full data. Reliability is determined using SPSS (16) using Cronbach's alpha values. It was found to be greater than 0.9 meaning the scales are highly reliable. The results have been shown in following Table.2 The closer the Cronbach's value to 1.00, the more reliable the instrument is. Since the measured value is greater than 0.75, the items in the questionnaire are acceptable (Mertens, 2014).

Table 2: Reliability Statistics of the Instrument

Cronbach's Alpha	N of Items
.959	66

Statistical Tools used for analysis

The main tools used for statistical analysis were: Percentage Analysis, mean, Standard Deviation, Chi-square test ,z test, One-way ANOVA test, Friedman test

The table 3 shows the distribution of demographic variables of the respondents observed over the factors of "Organization, Gender, Age, Marital status, Educational Qualification, Experience, Departments, Nature of Job, and Monthly Income".

Table 3: Frequency and % regarding the demographic variables of respondents

		Frequency	Percentage
Organization	Big Bazaar	70	**19.44**
	MegaMart	35	9.72
	Shopper stop	35	9.72
	Metro cash and Carry	35	9.72
	Pantaloons	35	9.72
	Reliance Trends	45	12.50
	Max	35	9.72
	Dominos	35	9.72
	Lifestyle International	35	9.72
Gender	Male	245	**68.06**
	Female	115	31.94
Age	20 – 25	104	28.89
	26 – 30	106	**29.44**
	31 – 35	88	24.44
	Above 35	62	17.22

		Frequency	Percentage
Marital status	Married	186	**51.67**
	Unmarried	174	48.33
Educational Qualification	School	95	**26.39**
	Diploma	91	25.28
	UG	74	20.56
	PG	42	11.67
	Others	58	16.11
Experience	Up to 5 years	96	**26.67**
	6-10 years	65	18.06
	11-15 years	79	21.94
	16-20 years	77	21.39
	Above 20 years	43	11.94
Departments	Boundary spanners	57	15.83
	Maintenance	59	16.39
	Purchase	58	16.11
	Store	62	**17.22**
	Accounts	50	13.89
	Human Resources	33	9.17
	Marketing	41	11.39
Nature of Job	Operational Level	117	32.50
	Supervisor Level	156	**43.33**
	Managerial Level	87	24.17
Monthly Income	Less than Rs.10,000	83	**23.06**
	Rs.10,001-Rs.20,000	63	17.50
	Rs.20,001 - Rs.30,000	79	21.94
	Rs.30,001-Rs.40,000	77	21.39
	More than Rs.40,000	58	16.11
Total		360	100.00

HYPOTHESIS TESTING

Null hypothesis (H0): There is no significant difference between the levels of Employee's Self-Realization across the selected demographic variables.

Alternate hypothesis (H1): There is a significant difference between the levels of Employee's Self-Realization across the selected demographic variables.

The Employee's Self-Realization is analysed with respect to the demographic variables 'Organization, Gender, Age, Marital status, Educational Qualification, Experience, Departments, Nature of Job, Monthly Income' was analysed

Table 4: Gender wise Employee's Self-Realization

	Gender	N	Mean	SD	t	p
Skill development	Male	245	**31.33**	5.97	3.48	0.001**
	Female	115	28.90	6.59		
Work life balance	Male	245	**35.38**	6.73	4.59	0.001**
	Female	115	31.73	7.66		
Trust	Male	215	**30.85**	5.64	3.91	0.001**
	Female	98	28.27	6.25		

* Significant at 5 %; **Significant at 1 %

Thus, it is inferred from the above analysis that the maximum Opinion regarding Skill development was found among male respondents, regarding Work life balance it was found among male respondents, regarding Trust it was found among male respondents, regarding Employee's Self-Realization it was found among male respondents.

Further to test the significant difference between the mean score among the respondents with respect Gender the T test is used and the result is also shown in table 4. Since the P value is less than 0.01 regarding Skill development, Work life balance, Trust, Employee's Self-Realization, and hence there is highly significant difference in the mean scores was found regarding these factors with respect to Gender.

Table 3: Nature of Job-wise Employee's Self-Realization

	Nature of Job						ANOVA Calculated Value	p
	Operational Level		Supervisor Level		Managerial Level			
	Mean	SD	Mean	SD	Mean	SD		
Skill development	27.45	6.50	31.96	4.37	**32.22**	7.29	24.03	0.001**
Work life balance	30.06	7.71	36.05	4.59	**36.51**	8.08	33.97	0.001**
Trust	26.03	5.62	31.57	3.63	**32.62**	6.99	50.80	0.001**
Employee's Self-Realization	83.55	17.04	99.58	9.16	**101.34**	20.80	47.05	0.001**
Employee's Perception about Company Culture	27.45	6.50	31.96	4.37	**32.22**	7.29	24.03	0.001**

* Significant at 5 %; **Significant at 1 %

Thus, it is inferred from the above analysis that the opinion regarding Skill development was found maximum among the respondents of managerial level, regarding Work life balance it was found among managerial level, regarding Trust it was found among managerial level, regarding Employee's Self-Realization it was found among managerial level.

Further to test the significant difference between the mean score among the respondents with respect Nature of Job the Student's Independent Z test is used and the result is also shown in table 5. Since the P value is less than 0.05 regarding Skill development, Work life balance, Trust, Employee's Self-Realization and hence there is highly significant difference in the mean scores was found regarding these factors with respect to Nature of Job.

Table 4: Monthly Income-wise Employee's Self-Realization

	Monthly Income										ANOVA Calculated Value	p value
	Up to Rs.10,000		Rs.10,001-Rs.20,000		Rs.20,001 - Rs.30,000		Rs.30,001-Rs.40,000		More than Rs.40,000			
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD		
Skill development	27.10	6.63	26.49	6.35	30.13	4.42	33.83	3.44	36.16	3.91	44.30	0.001 **
Work life balance	29.19	7.83	30.71	7.76	34.28	4.59	37.87	3.85	40.26	4.68	41.79	0.001 **
Trust	25.20	5.58	27.00	5.72	30.28	3.67	32.90	3.09	36.05	4.46	62.25	0001 **
Employee's Self-Realization	81.49	17.34	84.21	16.92	94.68	8.06	104.60	7.34	112.47	11.18	71.45	0.001 **
Employee's Perception about Company Culture	27.10	6.63	26.49	6.35	30.13	4.42	33.83	3.44	36.16	3.91	44.30	0.001 **

*Significant; ** Highly Significant

Further to test the significant difference between the mean score among the respondents with respect Monthly Income the independent Z test is used and the result is also shown in table 6. Since the P value is less than 0.05 regarding Skill development, Work life balance, Trust, Employee's Self-Realization, and hence there is highly significant difference in the mean scores was found regarding these factors with respect to Monthly Income.

Thus, it is inferred from the above analysis that the maximum Opinion regarding Skill development it was found regarding these factors with respect to the monthly income of above of Rs. 40,000, about Work life balance it was found regarding these factors with respect to the monthly income of above of Rs. 40,000, about Trust it was found regarding these factors with respect to the monthly income of above of Rs. 40,000, regarding Employee's Self-Realization it was found among above of Rs. 40,000.

Table 7: Satisfaction level with organization culture & policy –Pearson Correlation (r) for all variables

Pearson Correlation	Employee's Self-Realization	Employee's Perception about Company Culture
Satisfaction level with organization culture & policy	0.502**	0.453**
Employee's Self-Realization	1.000	0.748**
Employee's Perception about Company Culture		1.000

** Correlation is significant at 1% level (Highly Significant).

Regression Statistics

To examine the influence of Employee's Self-Realization, Employee's Perception about Company Culture on Satisfaction level with organization culture & policy, the multivariate regressions analysis models are expressed in the general form as given in equation 1. Table 7 below gives the results of the regression analysis. As of our expectation, the Satisfaction level with organization culture & policy increases with increase in Employee's Self-Realization, Employee's Perception about Company Culture.

Table 8: Regression of Satisfaction level with Organization Culture & Policy

Regression Model	Dependent Variable: satisfaction level with organization culture & policy			
	Coefficients	**SE**	**t**	**Sig.**
(Constant)	0.150	0.305	0.493	0.622
Employee's Self-Realization	0.026	0.005	5.414	0.001**
Employee's Perception about Company Culture	0.009	0.004	2.580	0.010**
R			0.515	
R^2			0.265	
Adjusted R^2			0.261	
SEE			1.030	
Durbin-Watson			2.107	

It is right away understandable from the R^2 values that the explanatory power of these models has been improved by using a firm specific intercept. In regression, the R^2 and adjusted R^2 explain 26.5% and 26.1 % of the variation in Satisfaction level with organization culture & policy. The Durbin-Watson value of 2.107indicates the presence of positive serial correlation among the variables. This table shows the coefficients of the regression line. It states that the expected Acceptance level score is equal to $Y = 0.150 + 0.026X1+0.009X2$

It has been observed that with one unit increase in Employee's Self-Realization, Employee's Perception about Company Culture then Satisfaction level with organization culture & policy increases by 0.026, 0.009units respectively.

CONCLUSION

This study has concluded that most of the employees are engaged as most of the responses were on the positive side with minor improvement needed to done to increase employee engagement level. Engagement drivers may vary from one organization to the other. One company cannot necessarily imitate the engagement practices or use the engagement variables of another to achieve success. The job of managers and human resources

professionals responsible for engagement is to know that there are generational differences, and that the engagement drivers for their company will not always be the same as their leading competitor, business partner, or parent company. By buying into this notion, leaders should begin conversations in their own organizations in pushing to learn which drivers they can adjust to increase engagement, and which drivers they must protect to prevent decreases in engagement across generations. At macro level organizations need to provide resources, tools and over all work place environments that supports engagement and at micro level, employees with managers' help need to establish a thriving personal connection with their work and carve out a satisfying future in the organization

During the course of the study the researcher has found that almost all retail outlets are quite passionate about the concept and the practice of 'Engaging' their employees. It appears that these organizations have realized how much important this concept of 'Engagement' is, not only for achieving its ultimate goals but also for sustaining itself in a market scenario where both attracting as well as retaining human talent is becoming challenging day by day.

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