

**An investigation into whether  
Employee Engagement has been  
impacted by organisational change**

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## **Abstract**

This dissertation examines the area of organisation change and the impact it has had on employee engagement. It was noted that throughout research there was no link made between a changing organisation in the context studied and employee engagement. The dissertation seeks to examine whether change in the organisation has impacted the organisation through investigating the variation between gender, age and years of service of employee's variations.

The areas of this study were examined into depth in the literature review. The literature review was conducted in order to give a meaningful and deep understanding of the topic.

The objective to use the literature as a guide to developing a survey that will help investigate whether employee engagement has been impacted by organisational change. The research conducted was of a quantifiable approach and consisted of self-administering a survey to the employees of 'Company X'.

The findings of this research found that variances occurred between genders, age and years of service that support the suggested literature. The research exhibited results suggesting that engagement had impacted several respondents with indication of low commitment and job attachment levels.

## **Acknowledgments**

There are a couple of people I wish to thank upon completing this research

This has without a doubt been the one of the most challenging task I have undertaken

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To my family who have supported me all the through this challenging year. Your support went a long way to encouraging me to complete this research

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# **Chapter One**

## **Introduction**

Employee Engagement has become a popular topic for scholars and practitioners in recent years. Employee Engagement is defined by Towers Perrin (2003) as a combination of “*emotional and rational factors relating to work and the overall working experience. The emotional factors tie to people’s personal satisfaction and the sense of inspiration and affirmation they get from their work and from being part of their organisation. The rational factors, by contrast, generally relate to the relationship between the individual and the broader corporation*”. Lawson, McKinsey and Company (2009) have defined an engaged employee as “*committed and will go above and beyond, passionate and takes ownership for the quality of their work, paints a positive image of the organisation and recommends it and its products, services to others, understands how their work results in meaningful outcomes and vigorously pursues the organisations goals.*” These definitions clearly define to the full extent employee engagement and the roots of subject.

Employee engagement has many benefits for an organisation, the subject has links to benefits such as; delivering improved business performance, revenue growth, customer satisfaction, staff retention and efficiency (CIPD, 2013). Torrington, Hall, Taylor and Atkinson (2011), have reported how engaged employees enhance organisational performance. It therefore understood why an employer should wish for a more engaged workforce.

The purpose of this dissertation was to develop an understanding of the effect of organisational change on employee engagement. In the literature review the researcher referred to academic relating to the subject of employee engagement. Employee engagement has become a major field of interest both for academics and in practise.

The context of this dissertation is based on 'Company X' a leading Irish automotive parts supplier based in Dublin. During the economic downturn the organisation experienced growth unlike most organisations with sales increasing three fold. The growth of 'Company X' has included them doubling its workforce in the last ten years and investing in its own courier systems. In 2009 'Company X' relocated premises to a newer more profile area which doubled the warehouse space enabling the company to increase its stockholding. The company distributes products for global automotive parts manufacturers. The organisations product range has continued to expand to date. This quality and range of products and brands is supported by a programme that includes training, marketing and technical service. The automotive market demands a technical expertise and accuracy. The organisation has an affiliation with several other organisations throughout Europe that gives access to new products and markets. The organisation was forced to upgrade its IT systems which brought with it changes to how operations were achieved due to the demands of the market. The researcher distributed a survey to the employees of 'Company X'. This survey was distributed personally by the researcher which resulted in all members of the population completing.

The researcher decided to use this organisation for the study because there a gap in the literature around organisation change and employee engagement. The researcher recognised that the organisation has changed significantly and wanted to investigate whether employee engagement had been impacted as a result of this change.

The results of this study are indicated in chapters 5 and 6 through a detailed analysis.

## **Research Question**

To investigate whether employee engagement has been impacted by organisational change.

## **Research Aims**

- The aim of this study is to attempt to find out the effect of organisational change of employee engagement and whether it exists in the organisation.
- To gain an understanding of employee engagement in 'Company X'.
- To understand the barriers to having a more engaged workforce for 'Company X'.
- To investigate whether there is a variation between gender, age groups and the number of years of service an individual has given to the organisation.



## **Structure of this Dissertation**

### **Chapter 1**

This chapter will present a brief introduction to the main topic, Employee Engagement. The chapter then outlines the objectives of the dissertation while finally giving a brief introduction to the organisation studied. The research aims and objectives will also be outlined.

### **Chapter 2**

This chapter reviews the literature of employee engagement. The chapter looks into current literature from mainly academic journals and resources and also textbooks. The current literature available on employee engagement looks into definitions, benefits from an organisational point, measuring engagement, the constructs and barriers of engagement. The chapter then discusses organisational change and how it can affect a company and its employees.

### **Chapter 3**

This chapter will outline the methodological framework used for the research undertaken by the researcher. There will be an outline of the objectives of the investigation firstly. The research strategy and design will have been outlined and the justifications for conducting this will be discussed. Ethical considerations, the population and the measures to ensure reliability and validity of the research will also be discussed.

### **Chapter 4**

The purpose of this chapter is to outline the data collected from the completed surveys by the employees of Company 'X'. In this section

we present a detailed overview of the results associated with this study. In addition to the validation of the original scales we also reassess those scales for which they have been found to have low internal consistency through an item removal process in anticipation of increasing their overall reliability. We also present a detailed overview of the characteristics of each subscale and their respective distributions and their respective shape characteristics. The results section also includes a detailed overview of each subscale and their respective sample partitioned based on: gender, age and years of service

### **Chapter 5**

The purpose of this chapter was to discuss in more detail the results gathered. These results were critically discussed against the literature from chapter 2.

### **Chapter 6**

This chapter concludes the study through recommendations for future study, limitations and the conclusion of the findings.

# **Chapter Two**

## **Literature review**

The purpose of this chapter is to review the literature of employee engagement in order to gain a clear insight into the topic. The literature reviewed has been cited from recent scholarly publications, working papers and several published resources drawn from resources such as EBSCO databases and Emerald Management journal's. The researcher used several sources from the CIPD throughout the literature review to refer to the views of professionals. The chapter begins with a discussion of the definitions of employee engagement and the several themes that constantly occur throughout. The next section describes the importance of employee engagement for an organisation. The constructs of employee engagement is then introduced in the next section which helps to gain an understanding of the overlapping components of engagement. The next section examines measuring employee engagement and finally the last section reviews organisation change. This chapter then concludes.

### **Engagement defined**

Despite the high profile of employee engagement, there are many different views and definitions of the subject. Having an engaged workforce has become ever more important in recent years for organisations. Employee engagement is at the heart of the employment relationship. It is a topic which employers hold in high regard because of the idea of having an engaged workforce. Kahn (1990) developed a view that *“employee engagement is the harnessing organisations members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances”*. From this

theory others have proposed their own views on the subject. Cook (2008) defines employee engagement as “*all about the willingness and ability of the employee to give sustained discretionary effort to help their organisation succeed.*” Armstrong (2012) an expert in HR describes employee engagement as that willingness to go that extra mile. This coincides with employees giving more than they are asked to an organisation by working harder and longer than they intentionally have to. Similarly Robbins, Judge and Campbell (2010) describe it as “*an individual’s involvement with, satisfaction and enthusiasm for the work they do*”. The CIPD has defined employee engagement as “*being positively present during the performance of work by willingly contributing intellectual effort, experiencing positive emotions and meaningful connections to other*”. Throughout the literature there are numerous different definitions with different interpretations on the subject although each with its own individual take. According to Gennard and Judge (2014) Engagement which goes to the heart of the workplace relationship is key to overcoming obstacles that employees find difficult to perform at their peak. In addition Macleod and Brady (2008) state that “*engagement is a tool to be used to make your organisation function better, not primarily to make your employees feel better*”. This emphasises that engagement is the key to a successful working environment and not a mechanism used to merely create a more satisfied workforce. Truss, Soane, Edwards, Wisdom, Croll and Burnett (2006) have given a more clear definition on employee engagement, they mention that it is all about feeling positive about your job. Truss et al (2006) also mention that engaged workers are passionate, energetic, committed, immersed and dedicated to their work.

It is interesting that there are numerous different definitions throughout the literature with different meanings, however, the same words are constantly used in different style of wording. These words include commitment, motivation and organisational citizenship. The clearest way to define an engaged employee in the view of the

researcher would be to describe the individual emerging as one whom talks positively about the organisation, a key member of staff, a long term employee and one whom performs effectively each day.

## **Engagement: The Importance to the Organisation**

Organisations have recognised the importance of their brand to their survival along with their reputation. “*Engaged workers perform better than disengaged workers.*” (Purcell, 2014, p243). Having an engaged workforce thus not only improves productivity but also service. Establishing an engaged workforce has become a priority for employers in modern times. Melo (2011) states that a company no matter its size cannot gain that advantage without an engaged workforce. Organisations who have an engaged workforce see benefits through customer satisfaction, retention and increasing profits. Similarly it is stated that higher levels of employee engagement are associated with an increased return on assets, higher performance, greater sales growth and lower absenteeism (Banks, 2006). According to Abraham (2012) engaged employees tend to be more dedicated, giving greater customer service. An engaged employee therefore possesses the qualities that an organisation needs to reach the next level giving the organisation that edge in the market.

Several theorists assume that employers want an employee to be engaged because they offer several benefits that can go further than just being committed and motivated. Sylvester and Patel (2014, p.62) argue that a way of obtaining an engaged workforce is “*to hire employees that have a propensity for engagement.*” With this being said it is difficult for an organisation to accomplish such a task as individuals with the features required can be quite rare. It could be argued that during recession times an employee may be committed

and a motivated because they know that having a job in a recession is a positive asset and see it as survival mechanism.

An engaged workforce is seen by the CIPD (2013) as a safeguard and a benefit to hiring the best of future employees. Cook (2008, p.20-21) reports that several benefits of employee engagement through several forms of studies carried out by several associations. Examples include the Hay group which found that engaged employees were up to forty three percent more productive. Another example according to Cook (2008, p.20) is that “*studies show that ten per cent increases in employee engagement leads to a six per cent increase in customer satisfaction and a two per cent increase in profits*”. These studies show the benefits for the organisation and also highlight its importance for excelling in the market. There are other benefits from an organisational point of view such increasing talent retention, an understanding of goals and objectives, willing to go that extra mile for the organisation, greater sense of loyalty and better productivity (Armstrong, 2012, 2007, Cook, 2008 and MacLeod and Clarke 2009). According to Macey, Schneider, Barbera and Young (2009, p.20) engagement makes an employee feel typically involved through urgency, being focused, intensity and enthusiasm. Having that urgency would indicate that the employee is goal driven. This component links into being focused. An example of this attribute could be an example of an individual being indulged into their work and that become more efficient and productive. The component of intensity extends from focus and enhances the feeling through outlining that an individual could be drawn into their work to an extreme. The last component enthusiasm explains the feeling an employee gets about their job and the line of work they are to conduct. Macey et al (2009, p20) further state that “*the combination of these four elements is what makes engagement distinct from other related concepts*”. These benefits when combined all lead to results such as higher company profitability. It also suggests that having satisfied employees can lead to having a satisfied customer base

resulting in increasing sales leading to a sense of accomplishment by both parties in the working relationship. A major benefit of employee engagement is the effect it has on the employer brand. The employer brand encompasses the organisations values, behaviours, policies by means as to how they attract, motivate and retain both the current employees and potential employees (The Conference Board, 2001). Franca and Pahor (2012) has suggested that the employer branding has a personality of its own and may be positioned in the same way as any other brand. They further add that an individual acts in the same manner when looking for a new job as they do when purchasing any other item. Potential employees finishing third level education tend to want to work for the best organisations. According to Franca and Pahor (2012) candidates when seeking for employment tend to seek information about the employer from other sources, therefore it is clear that the employer brand is not only publically known but perceived in a good manner. These candidates could only assist in the progress of the organisation.

In order to have an engaged employee it is stated that the individual possesses key components such as being positive about the job, believing in the company, working to make things better, reliability and looking for opportunities to improve their performance (Armstrong, 2007, p.138). It is stated by Brooks and Saltzman (2012, p.4) that an organisation that “*pursuits higher engagement is like the pursuit of more customers, market share or profit*”. Employees can be fully engaged in their job, although the customer may not always see this. Other theorists such as Simon, Gomez, McLaughlin and Wittink (2009) have stated that there is a link to growing profits through better customer service.

Throughout the literature there is constant reference to the group effect and results of employee engagement. Little and Little (2006) have stated that there is no understanding to engagements contribution to an individual’s performance. This is down to the belief that employees must not be emotionally attached to their job to

have a high performance rate. Individuals have the capability to be productive within their own personality. An example of this could be described using cases from outside influences may affect employees. These influences can include economic factors such as a high unemployment rate and a high cost of living. There is a pressure placed upon the employee from this to put in more effort in order to retain their position.

Armstrong (2014) and Torrington et al (2011) have noted that employee voice has a link to enabling employees communicates their matters to management. They note that this method has a link to increasing engagement because it gives them a feeling of self-worth. Wilkinson and Fay (2011) have stated that this depends on the opinion of management. Management in a large multinational company may not have the slightest interest of the opinions of those employees at the bottom of the system or perhaps a managing director may not be interested in those opinions due to a lack of respect for those below. Employee voice and its influence on engagement is good in theory however there is a need for management to buy into the process in order for it to prevail.

## **The Construct of Engagement**

Engagement is defined by Gennard and Judge (2014) as a combination of attitude and behaviour. This combination does not simply modify within an employee to produce an engaged employee. An employee must encompass each component in order to be referred to as engaged. These traits include satisfaction, organisational citizen behaviour, commitment and motivation (Gatenby, Rees, Soane and Truss, 2008).

Employee engagement has been reported to have a strong link with satisfaction and it is regarded as one of the notions of the subject.



Satisfaction according to Abraham (2012) as when an individual's working environment fulfils their needs, values or personal characteristics. It should be noted that satisfaction is not engagement. Erikson (2005, p.14) has stated that "*Engagement is above and beyond simple satisfaction with the employment arrangement or basic loyalty to the employer. Engagement in contrast is about passion and commitment.*" Engagement is therefore clearly a concept derived from the topics discussed below and cannot be directly linked to just one specific topic as a similarity.

### **Motivation**

Motivation is one of the primary sources of engagement as it is embedded in definitions as previously stated of Armstrong (2012), Robbins et al (2010) and Bevan et al (1997) and Kahn (1990). The term motivation is defined by Armstrong (2012, p182) "*as being concerned with the strength and direction of behaviour and the factors that influence an individual in certain ways*". There have been numerous sources of theorists around the subject of motivation such as Maslow (1954), Herzberg et al (1957) and his two factor model and the expectancy theory by Vroom (1964).

Maslow (1954) theory of hierarchy of needs is still being referred to in modern literature. He created a "*visualisation of his hypothesis in the shape of a pyramid which divided into five levels*" (Benson and Dundis, 2003). The different levels of the pyramid represent different levels of needs. The lowest level represents physiological needs which then leads up into safety followed by social and then esteem needs. The peak of this pyramid is what is called 'self-fulfilment'. The general consensus according to Armstrong (2014) is that when a need is satisfied an individual moves up the pyramid. It has been argued in modern times that this model is no longer of relevance to the working environment of today. Each individual possesses different needs and these needs are fulfilled in different orders and different ways.

Hertzberg et al (1957) proposed a two factor model. This two factor model is split into motivational and hygiene factors. The hygiene factors are stated as de-motivators if not present. “*Hygiene factors relate to the job context, including pay and working conditions*” (Armstrong, 2014, p.173). It has been strongly suggested by several theorists that the theory is flawed as there is no mention of the attempt to measure the relationship between performance and satisfaction. It is however stated by Armstrong (2014) that the research by Herzberg should still be credited for recognising the importance of job design. Vroom (1964) theory is based on the fact that an individual’s performance is based in fact on factors such as experiences, personality, knowledge and skills. Armstrong (2014) has stated that despite objections to Vrooms theory it is still a useful tool in modern times such as being used for performance related pay.

Motivation is broken down into two categories; intrinsic and extrinsic. Intrinsic according to Reiss (2012) is when an individual does something for their own sake compared to extrinsic which is represented as being as pursuing an end goal or reward. Extrinsic motivators can include cash or non-cash sources. Organisations in modern times are using creative reward systems to try and motivate employees. However, cash is one of the most useful ways to motivate an employee. It is the most obvious extrinsic reward that can be used by an employer. It is presumed that an individual works because they have to in order to pay their way in life so it no wonder that it is used in this manner. It could be argued that this is the point to which an individual can be motivated as it is generally all an individual seeks. There has been a suggestion in the literature that employees respond better to non-cash rewards and other incentives. Non-cash incentives can include anything, for example include a holiday or perhaps a car.

The motivation element from an engagement aspect is intrinsic. More importance is placed on intrinsic motivation because it tends to lead to more quality, creativity and volume of work (Acar, 2014). This commonly comes from the concept that an individual gives more to

the organisation if they care more about the organisation. According to Macey and Schneider (2008, p.22) “*engaged employees invest their energy, time, or personal resources, trusting that the investment will be rewarded*”.

Although the literature suggests that an engaged worker seeks motivation intrinsically, it should be noted that all employees operate differently with each having their own objectives. However from an organisational perspective the most important issue is that the individual is efficient and productive.

### **Organisational Citizenship Behaviour and Commitment**

According to Robertson, Birch and Cooper (2012) engagement also includes two psychological constructs in the form of Organisational citizenship behaviour (OCB) and commitment. It could be argued that these differ from engagement as it is associated with an employee’s performance during work.

OCB according to Armstrong (2012) is going beyond the call of duty for the organisation. According to Robbins et al (2010, p71) job satisfaction is the main contributor to this component of engagement. OCB is an approach to describing an employee who applies respect to their job and fellow employees, gives their best to accomplish more and who speaks positively about the organisation.

The last component of engagement is commitment, which as stated by Robbins et al (2010) is when an employee identifies with an organisation, its goals and its objectives. According to McBain (2005, p.23) “*three factors underpin organisation commitment: a strong belief in, an acceptance of, The organisations goals and values; a willingness to exert considerable effort on behalf of the organisation and a strong desire to retain ones membership in the organisation*”. As highlighted a committed employee has an understanding of the organisation and what it stands for in regards to its functions and its ethics. Having a committed workforce according to Armstrong (2012) helps improving performance, turnover rates and

also gives the overall organisation a positive image when recruiting new employees. Commitment is closely linked to engagement because when individuals are committed they encompass characteristics associated with engagement. (Brunetto, Teo, Shacklock, and Farr-Wharton, 2012). The closeness on the link between engagement and commitment is defined by Brunetto et al (2012, p.430) who state that “*the greater an employee’s level of affective commitment, the stronger their engagement level*”. Commitment is an important part of the employment relationship because it represents the individual’s devotion to their work, their colleagues and their employer. According to Torrington et al (2011) employee voice and involvement is important to creating an engaged workforce. Involvement is important part of commitment because it gives the employee a sense of meaningfulness and that their opinion is being listened to. From the literature, commitment is described as the introduction to engagement by giving the employee that emotional attachment.

Engagement is broader than each construct however it does take components in each form. Similarly it is stated that “*These concepts reflect a focus on the aspects of engagement that are likely to be most directly involved in driving positive employee behaviour*” (Robertson and Cooper, 2010, p.326). Kahn (1990) conducted a qualitative research to examine engagement and disengagement at work. From his study Kahn (1990) found that employees were engaged more in situations that offered them more psychological safety and meaningfulness when they were available. This emphasises that an individual responds to engagement methods when introduced and influenced by management.

## **Barriers to Engagement and Disengagement**

Employee Engagement is similar to most theories in so that it has its negatives. According to Macey, Schneider, Barbera and Young

(2009) individuals tend to be engaged when they join the organisation firstly and as they work for longer for the organisation this tends to wear away. Macey et al (2009) has stated that this is due to when new employees join they feel the need and pressure to be engaged, however as time goes so does this pressure leading them to become more disinterested with their work. Gatenby et al (2008, p5) have developed a list of potential barriers to employee engagement. These barriers include the following:

- Inconsistent management style based on the managers attitude which leads to a sense of unfairness
- Low levels of advocacy carry the risk of creating a downward spiral of employee resentment and disengagement
- Poor work life balance due to long hours
- Poor communication and idea sharing is attributed from rigid channels of communication and a low perception of senior management
- Incoherence in communication is often attributed from no clarity in the message and a poor time execution of the message
- Job positions with little or no skill required tend to contribute to high turnover. Employees in these positions have low levels of engagement and there is no consideration as to how to retain them
- The leadership style during organisational change and periods of low performance. It is important that leadership styles are clarified in these moments in order to maintain engagement
- Attention should be paid to junior manager development in order for them to advance through the organisation. By completing this, it may impact the level of performance management
- The take up level of initiatives at lower levels

Several of these barriers, hold distinct characteristics that enables senior management to capitalise on enabling them transforming them from an issue into a stage on development by encouraging interaction with employees.

Macey et al (2009) has described engagement in two different forms. The first is when individuals do not receive enough support to be engaged such as communication, trust and no challenge to their work. The second type of engagement according to Macey et al (2009) is in the form of having too much support. This form of engagement describes an individual who receives too much trust with work far too challenging and with a difficulty level that leads to exhaustion. It is therefore clear that an individual has only the capability to work to such a level before burnout materialises.

Disengagement can affect an organisation through a number of things such as increasing absenteeism and employee turnover. Pech and Slade (2006) have stated that disengagement must be treated in order to prevent any implications on productivity.

Throughout this sub chapter the true roots of disengagement have not been discussed. The literature has suggested that there is no one true origin of disengagement and burnout instead presents a number of catalyst which add to development of disengagement and burnout.

## **Measuring employee engagement**

Organisations understand the effect employee engagement can have on an organisation. Several definitions of an engaged employee include the term going above and beyond for the organisation. Cook (2008) has recognised several documented results of engagement such as, high levels of creativity, better retention and greater productivity. Organisations have recognised the importance of engagement and have used this information to invest in the programme. The programme begins with establishing the current levels of employee engagement and then designing a strategy to improve or implement engagement into the organisation. Cook (2008) has recognised that surveys are a way of establishing where the organisation is now and

where it should be. According to Macey, et al (2009, p.89) “*surveys are an efficient way to capture employees’ views*”. Surveys can also be a useful way of maximising the amount of respondents rather than being limited through the number of respondents by using other forms of research such as interviews. Macey et al (2009) further state that “*with the promise of autonomy and confidentiality that comes with surveys, employees tend to provide more open and honest feedback*” (p.89). Although it may be useful for the researcher to know the individual specifically honest feedback is far more important the misguided information. It is important that when putting together a survey to measure employee engagement that is focuses specifically on engagement questions such as how the individual uses their skills and innovation instead of focusing on the general motivation, satisfaction and commitment questions. Macey (2008, p.6) states that “*the measures of engagement have for the most part been composed of a potpourri of items representing one or more of the four different categories: job satisfaction, organisational commitment, psychological empowerment and job involvement.*” A number of themes have emerged from surveys during research that all identify the same themes. Wiley (2013, p.40) has developed a macro list of these themes, which are the following

- Leaders who inspire
- Managers who recognise employees stress the important of quality and improvement
- Exciting work and the opportunity to develop
- Organisations that demonstrate genuine responsibility

When the information is gathered management have to act on this information. Gerst (2013) has stated that “*trying to make sense of it all is more difficult than plugging survey results into a model and reaching to computer-generated priorities.*” The data gathered can be complex to understand at first. Cook (2008, p.27) has stated that the management should be wary when “*embarking on a drive to increase*

*engagement levels, bearing in mind the ease at which engagement can be shattered*’.

The main consideration when conducting a measurement of employee engagement is to decide whether to use your own newly developed survey or use one that has been developed by an external provider. These external surveys include the likes of Gallops Q12, Towers Perrin, The Hay Group or perhaps the CIPD. The issue when using an external survey is that not every survey may contain the appropriate measurements for each organisation. Each organisation has its own unique characteristics and perhaps a survey may not contain the sufficient questions such as Gallops Q12, which uses a short method of measuring through just twelve questions.

## **Change in an Organisation**

Change is inevitable and happens on a daily basis in all forms of life. According to the CIPD (2014) change generally happens because of advancements in technology, economical circumstances and social events. The approach of change that an organisation deals with can be presented in a number of different ways such as downsizing or upsizing. Organisations today have to adapt quickly to change. *“In a rapidly changing environment, the knowledge that is most useful to organisations is knowledge that helps them change and adapt to perform effectively.”* (Mohrman and Lawler III, 2012, p.41). This presents a view that organisations need to understand firstly what is happening and then decide how to react.

Transforming an organisation is difficult and change implementation is influenced by a variety of factors. (Sirkin, Keenan and Jackson, 2005). Change management theorists commonly state that in order to have a successful change programme there is a vital need for effective leadership. Kotter (1996) has significant attention to the importance of leading change in preference than actually managing it. Change



leaders according to Armstrong (2014) must identify where change is taking place, assess it and then facilitate the embedding of this change successfully into the organisation. Leaders in these situations are generally responsible for forming the change strategy, communicating this strategy and supporting those around them into ensuring it is implemented correctly. This form of leadership is “*a key enabler as it provides vision and the rationale for change*”. (CIPD, 2014). From an employee engagement perspective leadership is a key part to elements of the organisation. Wiley (2013) states that leaders inspire confidence in the future.

According to Beer and Nohria (2000) change programmes generally fail seven out of ten times mainly due to poor communication. This is similar to the CIPD (2014), who state that poor communication has been linked to issues surrounding the effectiveness of change management in achieving effective change. “*Good communication during change fosters understanding, aligns the organisation from top to bottom and guides and motivates the employees.*” (Merrell, 2012, p.20). This demonstrates that good communication is important for delivery of the strategy to employees for the change. This not only benefits management but also grants the employee an insight into what is happening in the organisation.

As change occurs in organisations it is generally accepted or resisted by the individuals of the organisation. Resistance to change happens due to a doubt in the minds of employees. Armstrong (2014, p.635) has listed a number of reasons for resisting change which include the following;

- *The shock of the new*- these are the individuals who like all aspects of their life and job to remain the same.
- *Economic fears*- these employees tend to fear of wage cuts and redundancies
- *Inconvenience*- staff members who believe their jobs will be made harder

- *Uncertainty*- the employees worry about its impact on the organisation such as moving and work place relationships falling apart

Resistance is obviously an obstacle that can be difficult to overcome however if approached by management correctly it may be done. The list such as suggested by Armstrong (2014) could be used in order to conquer negative assumptions of employees about change. This list along with better communication throughout the entire organisation would be a way of overcoming resistance, however it should be noted that the solution can be hard to find.

It has been stated by Pech and Slade (2006, p.24) that engagement can decline in an organisation “*from change in the work environment.*” Change can lead to a number of challenges to employees such as extra work and longer hours. This change can lead to employees losing that sense of work meaningfulness.

The implementing stage of change as previously discussed has many problems as listed in the resistance section. According to the CIPD (2014) two way communication with employees and their active involvement in implementation can be a key enabler of change. It is commonly thought that change communication can only be used in one way, as a top down approach, with change information coming from senior management to the lower levels. Hayes (2011) presents that an effective communication system needs a stream of upward communication in order to give change managers an overview that would allow them to develop and implement the appropriate change measures.

## **Conclusion**

From the literature it is clear that there are a number of themes that repeat. Engagement is clearly a popular subject which possesses numerous debates. Employee engagement is a beneficial component

of an organisation. The research has that through engagement has strong links to increasing productivity, efficiency and customer satisfaction. With these benefits it is clear why engagement is a popular topic in literature and why it is used in practise.

There is a suggestion that engagement although described in such positives there are a number of obstacles. The literature has shown that each employee has their unique personality and characteristics. An engaged employee is not an establishment. The literature clearly suggests that employees can shift from being engaged to being disengaged. Disengagement or burnout occurs not just because of not being engaged enough but also from being over engaged. In this situation an employee works too hard leading to burnout. This section of employee engagement has suggested how much of a fragile subject it is.

Change in an organisation has suggested that communication is of the highest importance in order for it to be effective. The literature suggests that change is a challenging undertaking for any organisation due to the high failure rate. This suggests that the process should be communicated effectively and led by individuals who have the characteristics to ensure success.

# **Chapter 3**

## **Methodology**

### **Introduction**

This chapter will outline the methodological framework used for the research undertaken by the researcher. This chapter will outline the objectives of the investigation first. The research strategy and design will have been outlined and the justifications for conducting this will be discussed. Ethical considerations, the population and the measures to ensure reliability and validity of the research will also be discussed.

### **Research Question**

To investigate whether employee engagement has been impacted by organisational change

### **Research Aims**

- The aim of this study is to attempt to find out the effect of organisational change of employee engagement and whether it exists in the organisation.
- To gain an understanding of employee engagement in ‘Company X’
- To understand the barriers to having a more engaged workforce for ‘Company X’

- To investigate whether there is a variation between gender, age groups and the number of years' service an individual has given to the organisation

## **Research Philosophy**

There are a number of key topics that determine which data collection techniques and analysis procedures can be used. Saunders, Lewis and Thornhill (2009) developed a 'research onion' which is peeled away layer by layer in order to resolve which form of methodology will be used.

Saunders et al (2009) state that the term research philosophy relates to the development and the relationship of that knowledge. The research philosophy will contain assumptions which underpin the research strategy and the methods of choice of the strategy. There three different ways of thinking about research philosophy with each containing differences that influence the way one thinks about the research process. Ontology is concerned with the nature of reality. It raises the questions of the assumptions researchers have about the way the world operates and commitment held to a particular view. There are two aspects of ontology which one must buy into, objectivism and subjectivism. Another research philosophy epistemology according to Saunders et al (2009) concerns what is acceptable knowledge in a field of study. Collis and Hussey (2009) state that it involves an examination of the relationship between the researcher and that which is researched. Epistemology has two principals, positivism and interpretivism. Positivism relates to that social reality is singular and objective and isn't effected by the act of investigating it. It is a deducted approach to research with a prospect

of producing an explanatory theory. Interpretivism is the belief that social reality is in our minds and it is subjective. It is an inductive approach to research with the view to providing interpretive understanding of social phenomena within a particular context (Collis and Hussey, 2009, p57). The final assumption axiology according to Saunders et al (2009) is a branch of philosophy that studies judgements. Collis and Hussey (2009) refer to axiology as a philosophical assumption about the role of values. The Pragmatism approach holds that the most important determinant of the epistemology, ontology and axiology adopted is the research question. Pragmatism isn't committed to one philosophy. The researcher deemed that a positivism philosophy was most appropriate for this dissertation. This is decision was based on the fact that positivism research will enable the researcher to uncover data which will produce mathematical statements about the facts under investigation. This decision was further supported by the emphasis focusing on quantifiable observations that will be statically analysed.

### **Research Approach**

The research approach refers to whether the researcher chooses an inductive or deductive approach to research. The first, deductive research according to Bryman and Bell (2011) state that “*is an approach to the relationship between theory and research in which the latter is conducted with reference to hypothesis and ideas inferred with the former*”. Similarly Collis and Hussey (2009) state that deductive research describes “*a study in which a conceptual and theoretical structure is developed which is then tested by empirical observation, thus particular instances are deducted from general inferences*”.

Inductive research is “*an approach to the relationship between theory and research in which the former is generated out of the latter*” (Bryman and Bell, 2011, p.715). In addition Collis and Hussey (2009)

refer to it as a study which theory is developed from observation of empirical reality, so general inferences are inducted from the detail.

For this dissertation the researcher had to decide which form of research method or combination of research method was most appropriate in order to discover and produce the best results from the primary research. As stated by Collis and Hussey (2009) it is important that when conducting an inductive approach to research that the researcher has no preconceived ideas beginning the research. Deductive on the other hand is used to test research objectives that have already been developed. The deductive approach allows for the collection of large portions of data for analysis which is then used to test the result of the research objectives. A deductive approach according to Saunders et al (2009) will allow the relationships between variables. A deduction approach will enable the research to analyse the research objectives for this dissertation. Therefore it was decided that a deductive approach to research would enable the researcher to ensure the research was valid and reliable.

## **Research Strategy**

A research strategy is a general plan in which a researcher takes in order to carry out completing their research questions (Saunders et al, 2009). The researcher had the choice of using a survey or interviews for the research. Due to the research questions at hand, the researcher decided that the most appropriate way to investigate the entire workforce was to use a survey to gain an insight from the full workforce. Several professional researchers such as Gallop, Towers Perrin and the CIPD support this form of investigation. Throughout the literature there is keen support for this form of research. The researcher decided that the use of one of these surveys for this form of research would be inappropriate. This dissertation is measuring employee engagement along with change and therefore this would be inappropriate.

According to Collis and Hussey (2009) a survey is a methodology designed to collect primary data from a sample with a view to generating the results to a population. Similarly Saunders et al (2009) define a survey as a research strategy that involves the structured collection of data from a sizable population. Bryman and Bell (2011, p54) state that “*survey research comprises of cross sectional design in relation to which data are collected predominantly by questionnaire.*” Bryman and Bell further add that this data is then collected into quantifiable data. This supports the proposal of the researcher to use a survey in order to gain an understanding of the effect of organisational change on employee engagement.

Firstly in order for research to be collected it must be both reliable and valid. Reliability in this context refers to the “*extent to which your data collection techniques or analysis procedures will yield consistent findings*” (Saunders et al, 2009, p156). Validity on the other is concerned with the finding being about what they are supposed to be about. Saunders et al (2009) contend that the use of a survey strategy allows quantitative data to be collected giving the researcher more control over the research process. This method was used to gather data from all employees of the organisation. The researcher deemed a deductive approach the most appropriate

## **Research Procedure**

### **Population and Sample**

A research population is a set of cases or group members that the researcher investigates (Saunders et al, 2009).

The population of this dissertation at ‘Company X’, a leading Irish automotive parts supplier, with 100% coverage of the Republic of Ireland market. The organisation imports and distributes quality



premium brand automotive products to a broad customer base which includes motor factors, vehicle distributors, fleet owners and government departments.

In 2009 'Company X' relocated premises to a newer more profile area which doubled the warehouse space enabling the company to increase its stockholding. The company distributes products for global automotive parts manufacturers. The organisations product range has continued to expand to date. This quality and range of products and brands is supported by a programme that includes training, marketing and technical service. The automotive market demands a technical expertise and accuracy. The organisation has an affiliation with several other organisations throughout Europe that gives access to new products and markets. The organisation was forced to upgrade its IT systems to keep up with the fast moving and constantly changing working environment which brought with it changes to how operations were achieved.

The management team of 'Company X' consists of a managing director supported by a marketing director, sales director, commercial director and operations director and altogether the company employs 40 people. The organisation has flexi benefits in place. The employee age varies throughout the organisation with a mixture of youth and older individuals. The organisation saw growth in the economic downturn with business increasing three fold and since then new employees have been taken on to aid the growing workload. The company operates a same day delivery system, accessing counties throughout Leinster, Waterford, Cork, and Galway. Along with this, an overnight delivery system is in place meaning that workflow is constant for employees.

A survey completed by the overall organisation will enable the researcher to analysis whether change has impacted employee engagement more effectively as it will give a clear outlook of everyone in the organisation.

In order for the survey to be completed by employees, permission was granted from senior management to conduct the survey. The survey was also issued on a day which obtained full attendance

Collis and Hussey (2009) define a sample as a subset of a population. A sample may be necessary to use with large populations however in this case the researcher intended to measure the full population due to its reasonably small size the use of a sample was not necessary in this case.

### **Gathering of the data**

The survey information was gathered in quantitative manner. Saunders et al (2009, p.144) assumes that this strategy is used as it enables for the collection of “*quantitative data which can be then analysed quantitatively using descriptive and inferential statistics*”. Surveys are less time consuming than other methods of data gathering such as interviews. The researcher decided to use a qualitative approach for the last section of the survey. In this section the researcher used an open ended question in order to understand the views of the respondents in more detail. Saunders (2009) has stated that this type of research is has its disadvantages compared to interviews as the researcher is incapable of expanding on responses.

### **Ethical considerations**

There were several ethical considerations the researcher had abide by when conducting the research. Bryman and Bell (2011) contend that there are principals to follow. These include protecting the participants, informing them of what they are doing and not invading their privacy. It is stated by Collis and Hussey (2009) that it is difficult to not run into ethical difficulty when conducting research.

Due to the subject of research and that the full population was being surveyed it was decided by the researcher to offer anonymity and

confidentiality to those that participated. This ensured that names and sensitive information would not be used with the information they give.

Due to ethical considerations the researcher allowed the final question of the survey to be optional. It had come to the attention of the researcher that this question could have consequences if answered inappropriately and several members of management may not agree with the question itself and may find it offensive.

The researcher decided that it would have been inappropriate to use a survey such as Gallops Q12 or the CIPD for example because this survey is not just focusing on employee engagement. The academic and professional surveys that have appeared throughout the literature have all been purely employee engagement focused. The researcher deemed these inappropriate and instead decided upon creating an original survey which would enable the researcher to gain an understanding on whether employee engagement has been impacted by organisation change.

## **The Survey information**

During research it became apparent that the same themes reoccurred throughout the literature. The researcher decided that these themes be measured individually through a survey. The survey had to be original due to the gap in the research of the subject of change impact on employee engagement. The survey was made up of twenty two questions divided into eight different sections. Each sections was used to calculate whether employees were engaged or not. As engagement is a wide subject that contains a number of key drivers the survey needed to examine each of these and finally examine the impact of change.

Likert Scale was manly utilised to measure responses of the majority of questions in the survey. Quinlan (2011, p.327) has described a

Likert scale as “*useful in that as well as measuring the direction of attitudes, it also measures the forces of the attitudes*”. In this scale the researcher used a five point option.

The first section of the survey discussed the working life of the employee. In this section questions such as enthusiasm, knowing your role and whether the job was interesting or not were asked. This section would enable the researcher to get an insight into how the employee sees their working day.

The second section discusses the job itself of the employee. In this section the individual was asked whether they received the correct training for the job, have the right equipment and whether or not they get opportunities to learn.

The third section of the survey is about management and leadership. Two questions were posed in this section in order to see how employees view the hierarchy in the company.

The fourth section posed a question about communication. Communication is a vital part of any organisation and it is important part of an engaged workforce. This question would enlighten whether or not communication is throughout the workforce.

The fifth section of the survey posed question about job satisfaction. Job satisfaction was measured through a number of questions such as getting on with fellow workers, being happy, having a balanced life and people listening to you.

The sixth section discusses the employee’s views on the organisation. This section will not only help to see how the employee speaks about the company outside in a social aspect but it will help understand whether the company lives through its morals with its brand.

The seventh section of the survey gained an insight into how the employee perceived their future in the organisation. Through these questions an understanding would be gained as to whether the person tends to leave the company in the future.

The final section of the survey will discuss around the topic of change in the organisation and if it has effected an employee in whatever manner.

### **Reliability and Validity**

A reliability analysis was conducted on the data collected using a variety of tests on SPSS. These tests included checking the reliability of the data using the Cronbach Alpha procedure. Each question was also tested using SPSS in order to see if they were valid. The reliability and validity of the survey can be viewed below in the results and findings section on the dissertation in chapter 4.

### **Data Analysis**

The gathered data was analysed using SPSS. Quinlan (2011) has stated that SPSS statistics works very well in the analysis of survey data. The data is be then divided into variables. These variables will be then measured and tested against each other using a variety of SPSS procedures to yield inferential and descriptive statistics. As the data was based on a Likert scale, the majority of the questions were measured using a scale of; Strongly Agree, Agree, Neither, Disagree and Strongly Disagree. The questions which used this scale included question 2 to 14 and 17 to 21. Question 1 had responses ranging from Yes all the time, most of the time, sometimes, rarely and never. Question 15 scale referred to the opinion on the employer and included the following; I speak highly without being asked, I speak highly if asked, I would be neutral towards my organisation, I would be critical of my organisation if asked and I would be critical of my organisation without being asked. Question 16 discussed the employees views toward the organisation and included a scale of; I'm not really interested in my organisation and the work involved, it's just a job to me, I like to be aware of what's happening in the organisation although I don't actually get involved, No opinion, I like to be aware of what goes on and would like to be more involved. I am

involved and I do know what goes on. This analysis can be viewed and discussed in more detail in chapter 4 of the dissertation.

### **Limitations**

As this research is based on using quantitative methods, it is understood that researcher will not be able to gain a deeper understanding of employee attitudes which have been achieved had the researcher conducted a qualitative method of research. A survey is incapable of asking the deeper more critical questions. However with this been stated it should be noted that the literature that does state that employee engagement can be measured through quantitative methods.

The researcher had to note the type of working environment of 'Company X' when putting together the survey. The working environment is constantly moving and extremely busy which meant that individuals would have little time throughout the day to complete the survey. Therefore the researcher decided to keep open ended questions to a minimum and also keep the survey short in order to make sure the full population replied.

# **Chapter 4**

## **Results**

### **Introduction**

The purpose of this chapter is to outline the data collected from the completed surveys by the employees of ‘Company X’. In this section we present a detailed overview of the results associated with this study. We first present the results associated with the validation of the underlying scales that are relied upon for this study. In particular, we validate seven sub scales that include: Working life, Your Job, Management and Leadership, Satisfaction, Views on Employer and Organisation, Views on Future, and finally Change. In addition to the validation of the original scales we also reassess those scales for which they have been found to have low internal consistency through an item removal process in anticipation of increasing their overall

reliability. We also present a detailed overview of the characteristics of each sub scale and their respective distributions and their respective shape characteristics. The results section also includes a detailed overview of each subscale and their respective sample partitioned based on: gender, age and years of service.

## Scale Validation

The reliability of each of the subscales measured through the survey instrument was assessed through an application of the Cronbach Alpha statistic. The results for each subscale are presented in **Table 1** below. This table does not contain the variable ‘Communication’. This is due to the issue that the communication variable was measured using only on question and therefore unable to use this procedure. With the exception of Your Working Life **Table 1 (a)**, Views on the employer and organisation **Table 1 (e)** and Change **Table 1 (g)** all scales achieved a Cronbach Alpha value greater than **0.7**. For example, focusing on **Table 1 (a)**, the Views of Employer and Organisation subscale, a Cronbach Alpha value of 0.158 was reported on this 4 item subscale. **Table 1 (e)** on the other hand produced a negative number which shows that the question do not measure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.158	4

(a)

**Reliability Statistics**

Cronbach's Alpha	N of Items
.691	3

(b)

**Reliability Statistics**

Cronbach's Alpha	N of Items
.852	2

(c)

**Reliability Statistics**

Cronbach's Alpha	N of Items
.704	5

(d)



Reliability Statistics		Reliability Statistics		Reliability Statistics	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
-1.453	2	.968	2	.325	2

(e)

(f)

(g)

Table 1: Reliability Analysis Results

Due to the identified inconsistency associated with subscales: Your Working Life, Views on Employer and Organisation and change an item by item reassessment of the scale was undertaken. The results from this reassessment are presented in **Table 2**. For example, **Table 2 (a)** represents the re-evaluate **Table 1 (b)** of working life. The result present now produces a reliable result according to the Cronbach Alpha statistic. **Table 2 (b)** shows the revaluated **Table 1 (e)**. Although this value does not coincide with the necessary value of the Cronbach Alpha statistic it is the closest result to achieving such. This shows that the questions in the do not measure appropriately the views on the employer and the organisation.

Reliability Statistics		Reliability Statistics	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
.074	4	.592	2

(a)

(b)

Table 2: Reliability Reassessment Results

It was impossible for the researcher in this case to reevaluate **table 1 (g)** as the variable had only a two item subscale that when re-evaluated gave negative results.

## Factor Distribution

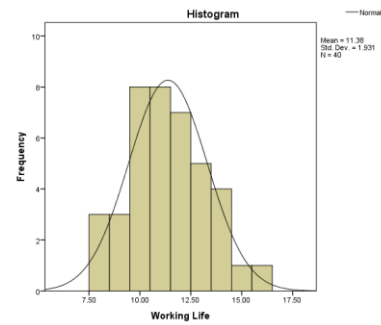
In this section we present an overview of the characteristics of each of our eight subscales.

**Statistics**

Working Life

N	Valid	40
	Missing	0
Mean		11.3750
Median		11.0000
Mode		10.00 <sup>a</sup>
Std. Deviation		1.93069
Minimum		8.00
Maximum		16.00

a. Multiple modes exist. The smallest value is shown



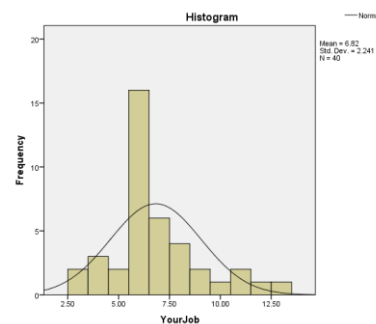
**Table 3: Working Life Numerical Descriptive Measures**

**Figure 1: Working Life Distribution**

**Statistics**

YourJob

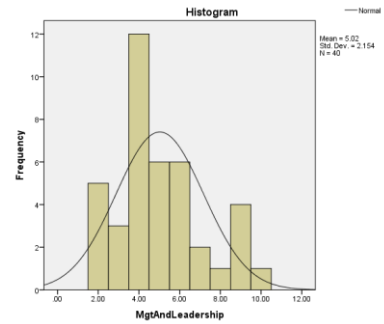
N	Valid	40
	Missing	0
Mean		6.8250
Median		6.0000
Mode		6.00
Std. Deviation		2.24051
Minimum		3.00
Maximum		13.00



**Table 4: Your Job Numerical Descriptive Measures**

Statistics		
MgtAndLeadership		
N	Valid	40
	Missing	0
Mean		5.0250
Median		4.5000
Mode		4.00
Std. Deviation		2.15416
Minimum		2.00
Maximum		10.00

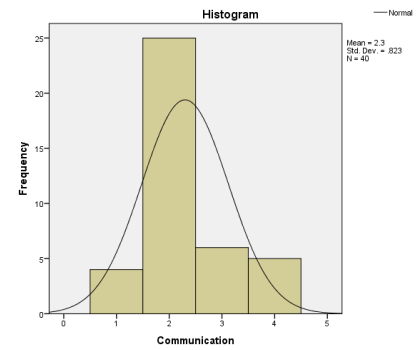
**Figure 2: Your Job Distribution**



**Table 5: Management and Leadership Numerical Descriptive Measures**

Statistics		
Communication		
N	Valid	40
	Missing	0
Mean		2.30
Median		2.00
Mode		2
Std. Deviation		.823
Minimum		1
Maximum		4

**Figure 3: Management and Leadership Distribution**



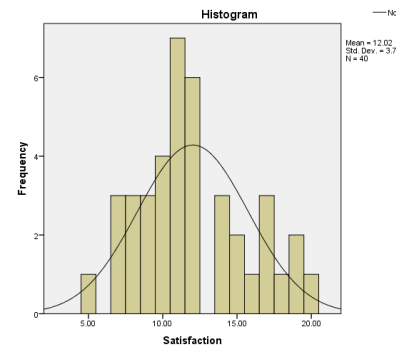
**Table 6: Communication Numerical Descriptive Measures**

**Figure 4: Communication Distribution**

**Statistics**

Satisfaction		
N	Valid	40
	Missing	0
Mean		12.0250
Median		11.0000
Mode		11.00
Std. Deviation		3.72440
Minimum		5.00
Maximum		20.00

**Table 7: Satisfaction Numerical Descriptive Measures**

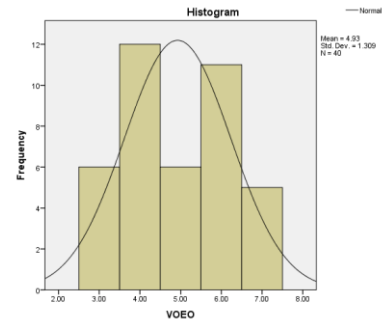


**Figure 5: Satisfaction Distribution**

**Statistics**

VOEO		
N	Valid	40
	Missing	0
Mean		4.9250
Median		5.0000
Mode		4.00
Std. Deviation		1.30850
Minimum		3.00
Maximum		7.00

**Table 8: Views on Employer and Organisation Numerical Descriptive Measures**



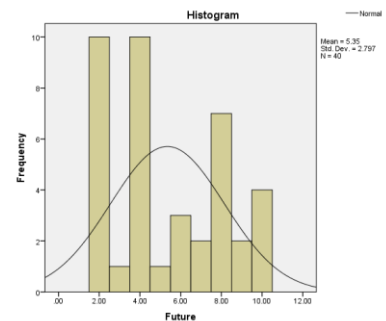
**Figure 6: Views on Employer and Organisation Distribution**

**Statistics**

Future		
N	Valid	40
	Missing	0
Mean		5.3500
Median		4.0000
Mode		2.00 <sup>a</sup>
Std. Deviation		2.79698
Minimum		2.00
Maximum		10.00

a. Multiple modes exist. The smallest value is shown

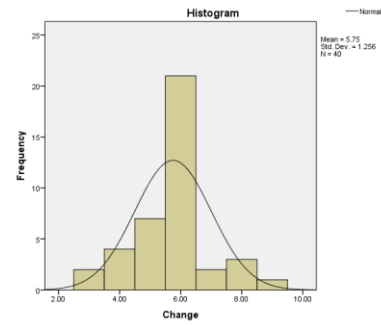
**Table 9: Future Numerical Descriptive Measures**



**Figure 7: Future Distribution**

Statistics		
Change		
N	Valid	40
	Missing	0
Mean		5.7500
Median		6.0000
Mode		6.00
Std. Deviation		1.25576
Minimum		3.00
Maximum		9.00

**Table 10: Change Numerical Descriptive Measures**

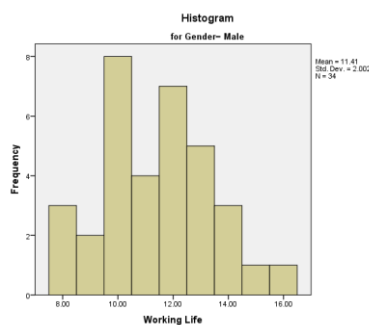


**Figure 8: Change Distribution**

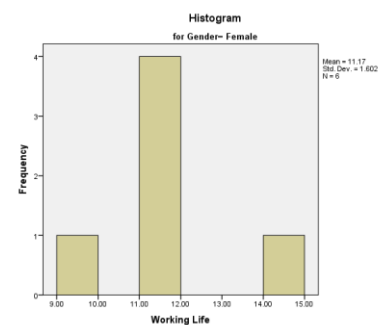
In this section table 3 through to table 10 illustrates the factor distribution of the variable. This section displays the results of each variable through demonstrating the mean, mode, maximum, minimum and standard deviation.

## **Gender: Male and Female**

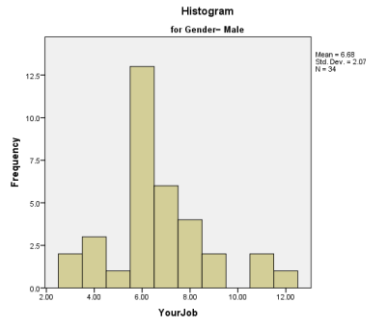
This section presents a detailed overview of each subscale and their respective sample partitioned based on gender. It should be noted however that there is a large gap in numbers between males and females in the organisation due to the manner of the work. The organisation made up of 85% of males and just 15% females. It should be noted that the reason for the low number of female employees is according to senior management down to the manner of the work in the organisation.



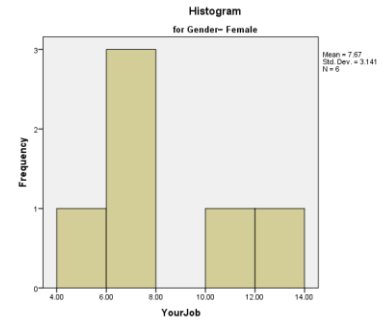
**Picture A: Working Life Male**



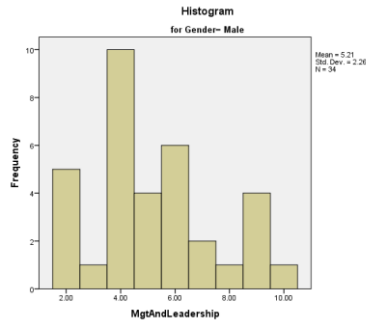
**Picture A1: Working Life Female**



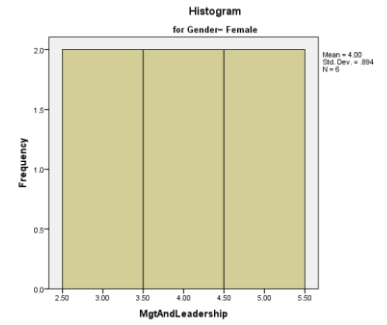
Picture B: Your Job Male



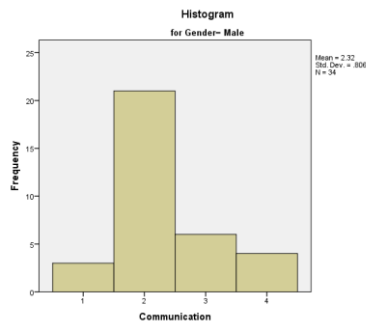
Picture B1: Your Job Female



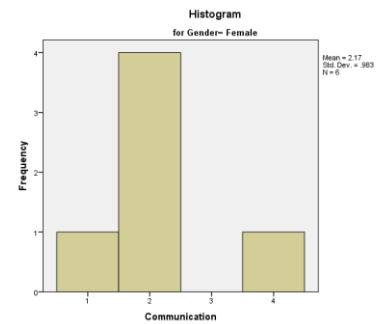
Picture C: Management and Leadership Male



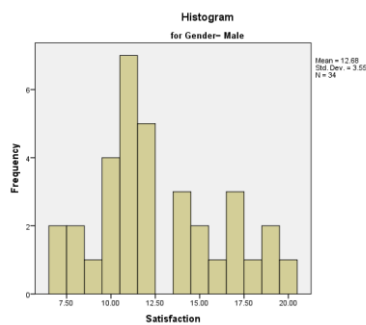
Picture C1: Management and Leadership Female



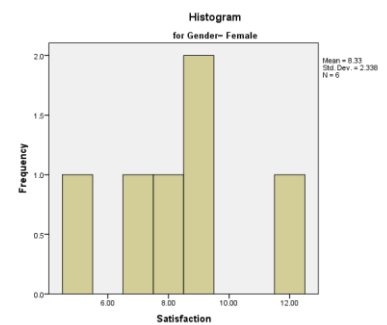
Picture D: Communication Male



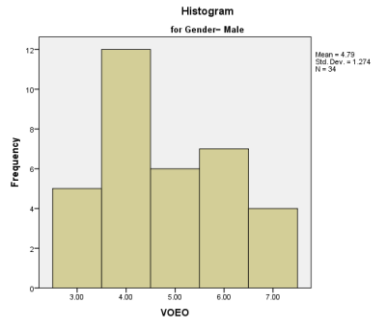
Picture D1: Communication Female



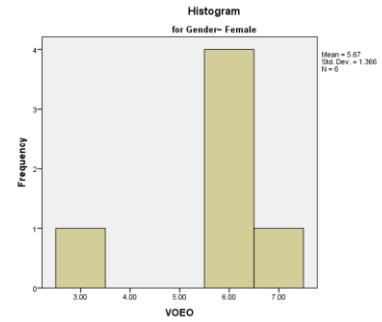
Picture E: Satisfaction Male



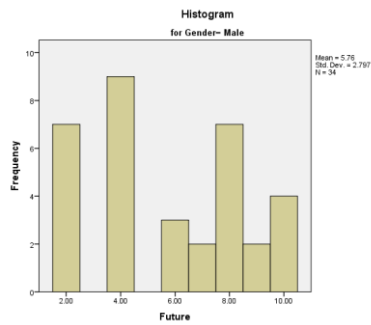
Picture E1: Satisfaction Female



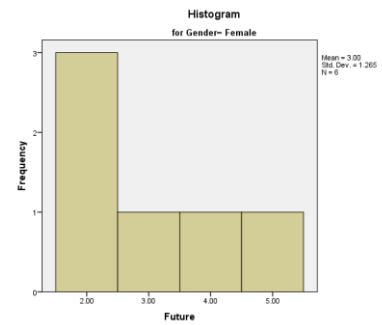
**Picture F: Views on Employer and Organisation Male**



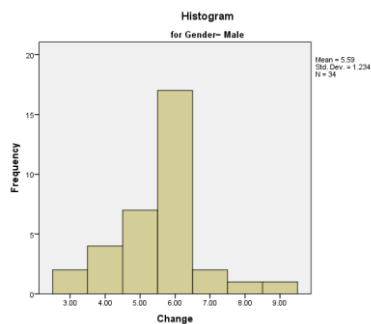
**Picture F1: Views on Employer and Organisation Female**



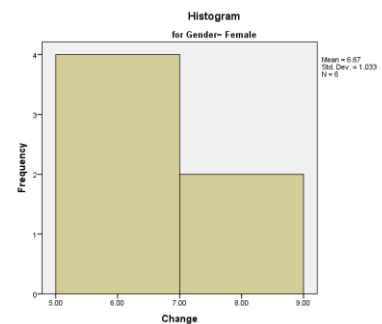
**Picture G: Future Male**



**Picture G1: Future Female**



**Picture H: Change Male**



**Picture H1: Change Female**

Throughout the analysis it is clear that there is greater variance between the male responses than the female responses due to the measure in difference between the groups in the organisation. Although this seems to be true, in several in cases such as ‘Working Life’ and ‘Communication’ the result were similar with regard to responses from both represented groups. There is however, significant difference in regard to the responses on ‘future’, ‘satisfaction’ and ‘views on the employer and organisation’. In these sections it is clear that the male responses are more negative compared to the female responses. The negative response to the future section for males

indicates that there are individuals who do not believe their future lies with this organisation. This indicates that the turnover record may increase in the future at some point if individuals tend to leave. The researcher decided to conduct independent t-tests to determine if results differed. This is discussed further in the findings chapter.

**Group Statistics**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Satisfaction	Male	34	12.6765	3.55665	.60996
	Female	6	8.3333	2.33809	.95452

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Satisfaction	Equal variances assumed	2.438	.127	2.867	38	.007	4.34314	1.51493	1.27632	7.40996
	Equal variances not assumed			3.834	9.673	.004	4.34314	1.13277	1.80755	6.87872

**Table 11: Independent t-Test: Satisfaction By Gender**

**Table 11** above depicts an independent t-Test to depict the difference between responses Considering the differences between males and females and their responses to the subscale Satisfaction, males tended to have higher responses on this scale ( $M = 12.67$ ,  $SD = 3.56$ ) is significantly higher, significant,  $t(38) = 2.867$ ,  $p = 0.007$ , compared to females ( $M = 8.33$ ,  $SD = 2.33$ ). This shows that Females in ‘Company X’ are generally more satisfied than their male counterparts.

**Group Statistics**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
VOEO	Male	34	4.7941	1.27397	.21848
	Female	6	5.6667	1.36626	.55777



Independent Samples Test										
		Levene's Test for Equality of Variances		t-Test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
VOEO	Equal variances assumed	.431	.516	-1.532	38	.134	-.87255	.56967	-2.02578	.28068
	Equal variances not assumed			-1.457	6.628	.191	-.87255	.59904	-2.30531	.56021

**Table 12: Independent t-Test: Views on Employer and Organisation By Gender**

The independent t-Test of the ‘employer and organisation is also represented in **Table 12** depicts the difference between male and females responses. Considering the differences between males and females and their responses to the subscale Satisfaction, males tended to have lower responses on this scale ( $M = 4.79$ ,  $SD = 1.27$ ) is significantly higher, significant,  $t(38) = -1.532$ ,  $p = 0.134$ , compared to females ( $M = 5.6$ ,  $SD = 1.37$ ). The female response represents a response of belonging and contentment compared to the male response which is quite diverse although a suggestion of males not being involved in the organisation means they show a lack of feeling towards the company.

**Group Statistics**

Gender		N	Mean	Std. Deviation	Std. Error Mean
Future	Male	34	5.7647	2.79674	.47964
	Female	6	3.0000	1.26491	.51640

Independent Samples Test										
		Levene's Test for Equality of Variances		t-Test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Future	Equal variances assumed	8.497	.006	2.359	38	.024	2.76471	1.17182	.39249	5.13693
	Equal variances not assumed			3.923	15.590	.001	2.76471	.70478	1.26744	4.26198

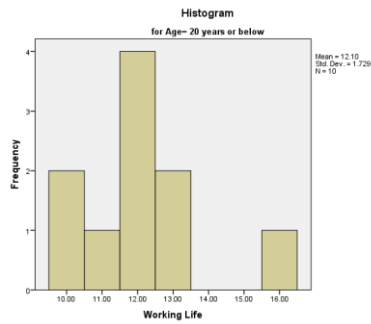
**Table 13: Independent t-Test: Future By Gender**

**Table 13**, depicts the result of the independent t-Test of the ‘future’. Considering the differences between males and females and their responses to the subscale Future, males tended to have higher responses on this scale ( $M = 5.76$ ,  $SD = 2.79$ ) is significantly higher, significant,  $t(38) = 2.359$ ,  $p = 0.24$ , compared to females ( $M = 3$ ,  $SD = 1.26$ ). The significance of these results shows that employees may not be planning on remaining with the organisation into the distant

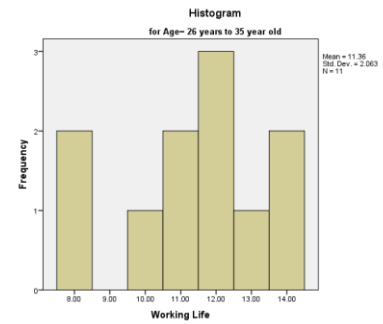
future. The male score is sufficiently higher than the female score which with depicts that males of ‘Company X’ may leave employment elsewhere.

## Age

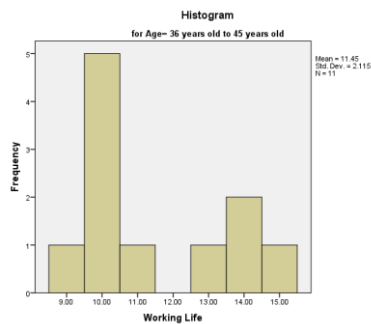
This section presents a detailed overview of each subscale and their respective sample partitioned based on Age. The section is broken down into responses grouped as 25 years old or below, 26 years old to 35 years old, 36 years old to 45 years old and those who are 46 years old and above. The population was made up of 27.5% of respondents who were 25 years old or below, 22.5 % who were aged between 26 and 35 years, 27.5% who were aged between 36 and 45 years and finally 22.5% of respondents who were 46 years or older age group.



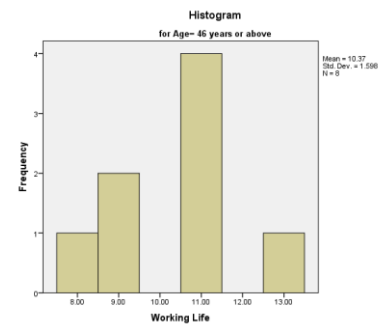
Picture I1: Working Life 25 years or below



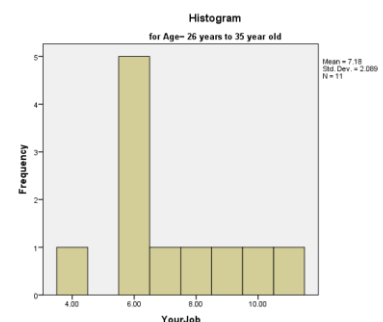
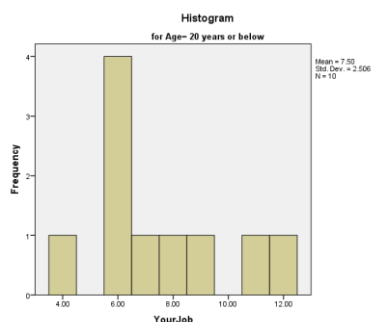
Picture I2: Working Life 26 year to 35 years old



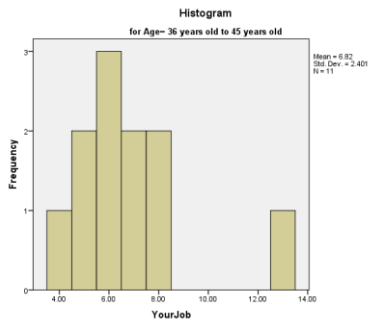
Picture I3: Working Life 36 years old to 45 years old



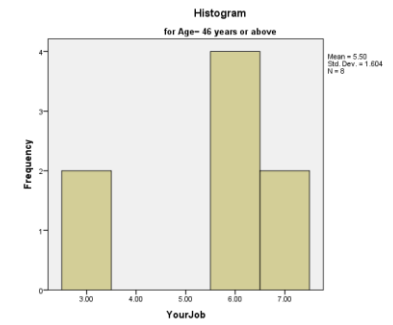
Picture I4: Working Life 46 years or above



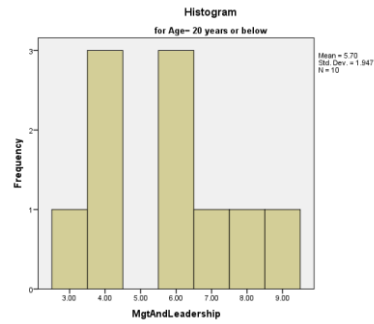
**Picture J1: Your Job 25 years or below**



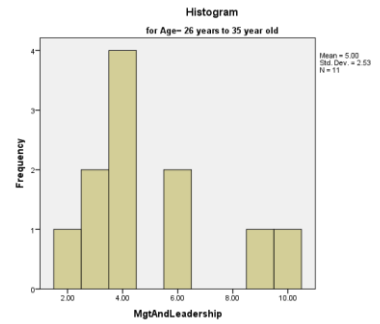
**Picture J2: Your Job 26 year to 35 years old**



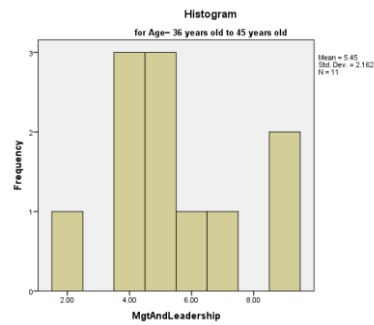
**Picture J3: Your Job 36 years old to 45 years old**



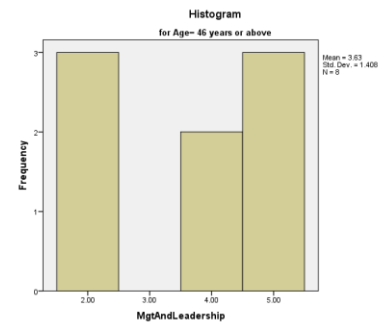
**Picture J4: Your Job 46 years or above**



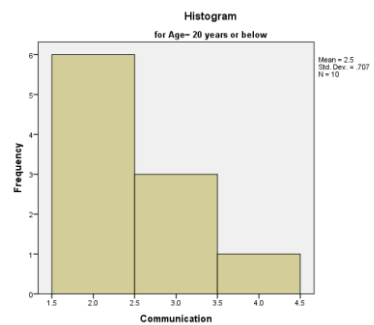
**Picture K1: Management and leadership 25 years or below**



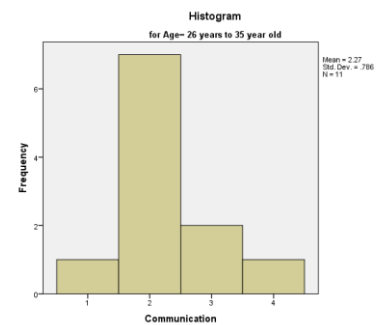
**Picture K2: Management and leadership 26 year to 35 years old**



**Picture K3: Management and leadership 36 years old to 45 years old**

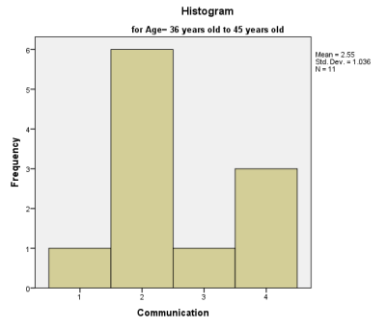


**Picture K4: Management and leadership 46 years or above**

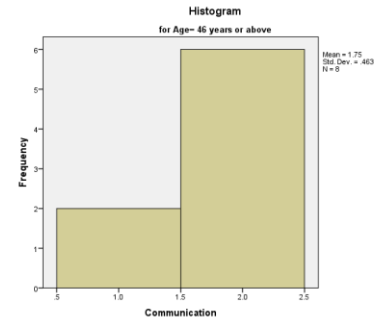


**Picture L1: Communication 25 years or below**

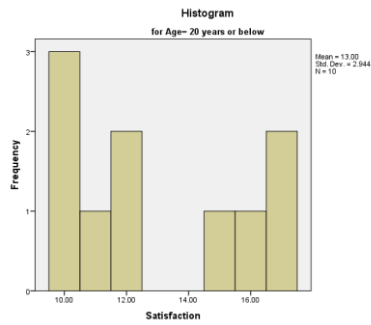
**Picture L2: Communication 26 year to 35 years old**



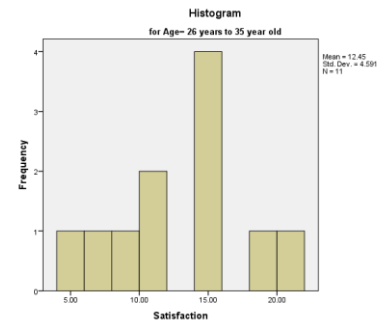
Picture L3: Communication 36 years old to 45 years old



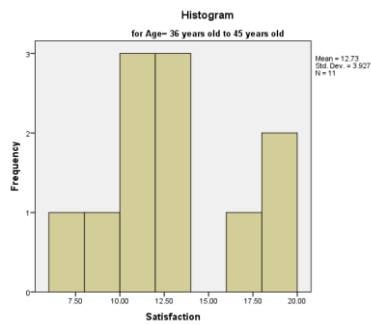
Picture L4: Communication 46 years or above



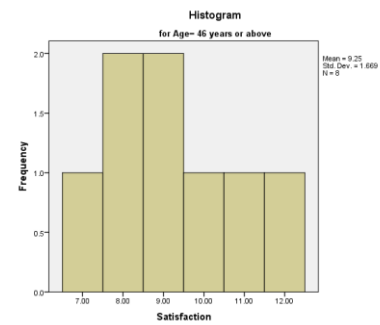
Picture M1: Satisfaction 25 years or below



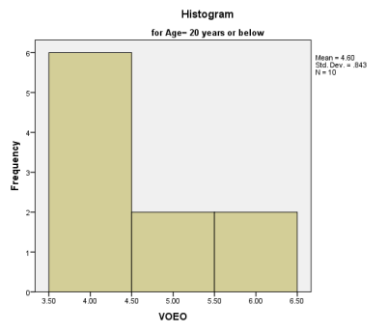
Picture M2: Satisfaction 26 year to 35 years old



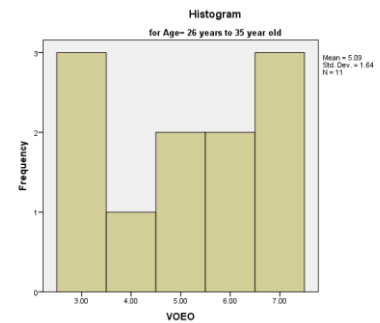
Picture M3: Satisfaction 36 years old to 45 years old



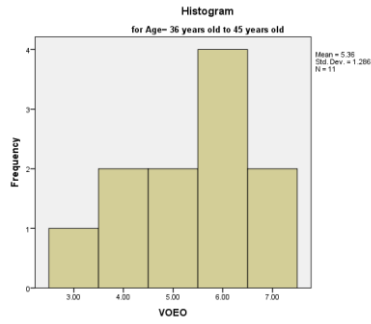
Picture M4: Satisfaction 46 years or above



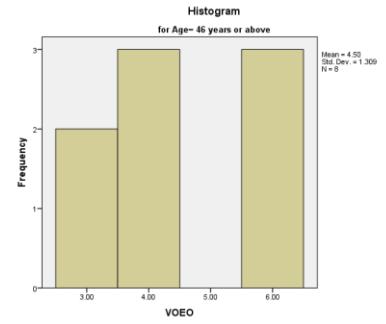
Picture N1: Views on Employer and Organisation 25 years or below



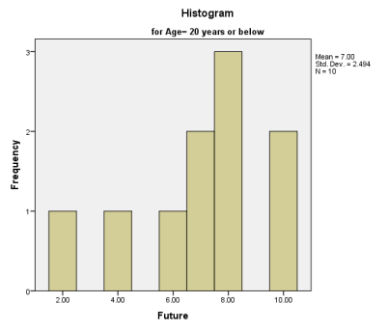
Picture N2: Views on Employer and Organisation 26 year to 35 years old



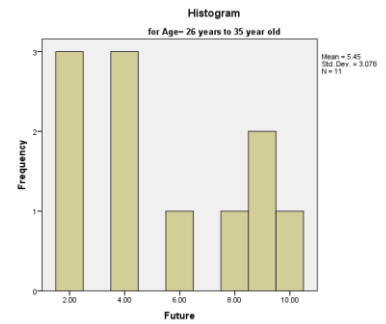
**Picture N3: Views on Employer and Organisation 36 years old to 45 years old**



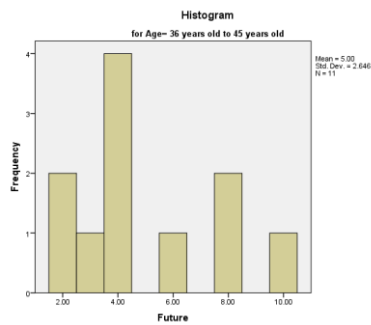
**Picture N4: Views on Employer and Organisation 46 years or above**



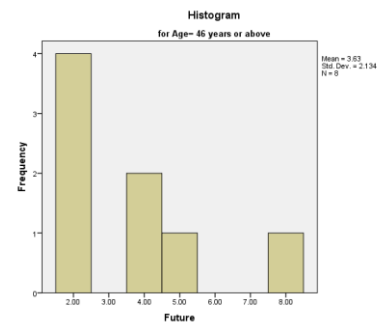
**Picture O1: Future 25 years or below**



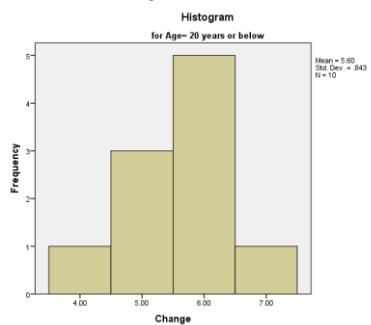
**Picture O2: Future 26 year to 35 years old**



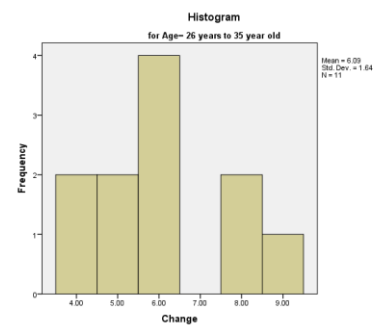
**Picture O3: Future 36 years old to 45 years old**



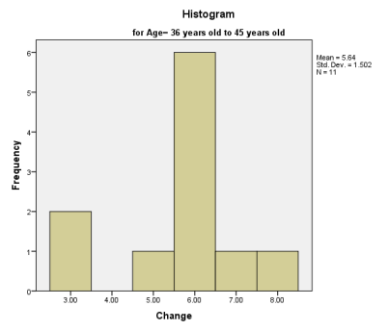
**Picture O4: Future 46 years or above**



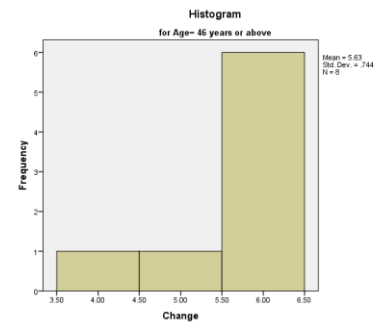
**Picture P1: Change 25 years or below**



**Picture P2: Change 26 year to 35 years old**



Picture P3: Change 36 years old to 45 years old



Picture P4: Change 46 years or above

In order to analysis the difference between each group the researcher used the procedure for performing an Analysis of Variance (ANOVA) through SPSS. This from of analysis allowed the researcher to determine whether any significant difference appeared.

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Communication	2.422	3	36	.082
Working Life	.946	3	36	.428
YourJob	.480	3	36	.698
MgtAndLeadership	.732	3	36	.540
Satisfaction	2.556	3	36	.070
VOEO	1.998	3	36	.132
Future	1.140	3	36	.346
Change	1.471	3	36	.239

Table 14: Results for Homogeneity of Variance in groups

**Table 14**, above, depicts the output for this test, the ‘Levene Statistic’. The most important entry at this stage of the test is the entry in the column labelled ‘**Sig**’. The null hypothesis associated with the Levene’s test is that homogeneity of variance is assumed. As the ‘**Sig**’ values are not less than 0.05, we do not reject this assumption and thus the researcher can proceed knowing the homogeneity of variances is assured.

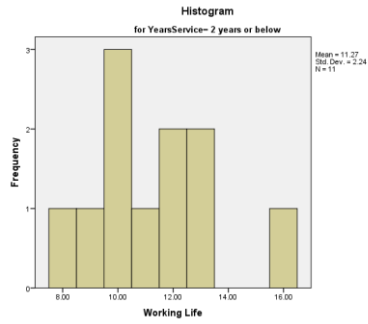
ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Communication	Between Groups	3.491	3	1.164	1.829	.159
	Within Groups	22.909	36	.636		
	Total	26.400	39			
Working Life	Between Groups	13.327	3	4.442	1.211	.320
	Within Groups	132.048	36	3.668		
	Total	145.375	39			
YourJob	Between Groups	20.002	3	6.667	1.366	.269
	Within Groups	175.773	36	4.883		
	Total	195.775	39			
MgtAndLeadership	Between Groups	22.273	3	7.424	1.684	.188
	Within Groups	158.702	36	4.408		
	Total	180.975	39			
Satisfaction	Between Groups	78.566	3	26.189	2.039	.126
	Within Groups	462.409	36	12.845		
	Total	540.975	39			
VOEO	Between Groups	4.920	3	1.640	.955	.425
	Within Groups	61.855	36	1.718		
	Total	66.775	39			
Future	Between Groups	52.498	3	17.499	2.494	.076
	Within Groups	252.602	36	7.017		
	Total	305.100	39			
Change	Between Groups	1.770	3	.590	.356	.785
	Within Groups	59.730	36	1.659		
	Total	61.500	39			

**Table 15: ANOVA Results Output**

As in **Table 15**, the results indicate that we cannot reject the null hypothesis of no difference between the group means; and thus we infer that there is insufficient evidence to assume that Age is an important influence on each of the variables.

## Years of Service

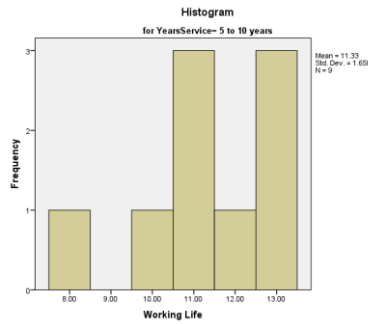
This section presents a detailed overview of each subscale and their respective sample partitioned based on Years of Service to the organisation. The analysis is broken down into respondents categorised being a member of the organisation for 2 years or below, 2 to 5 years, 5 to 10 years, 10 to 20 years and 20 years and above. The population consisted of; 17.5% of respondents were in the group 2 years or below, 27.5% in the 2 to 5 years group, 17.5% in 5 to 10 years, 22.5% in the 10 to 20 year group and finally 15% of respondents have served ‘Company X’ for more than 20 years.



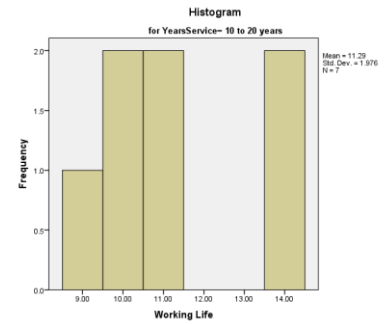
Picture Q1: Working Life: 2 years or below



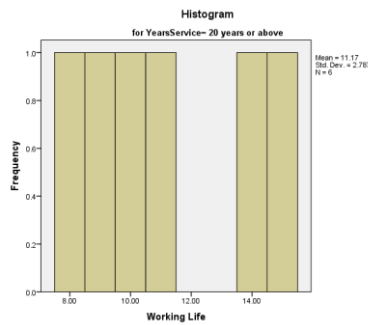
Picture Q2: Working Life: 2 to 5 years



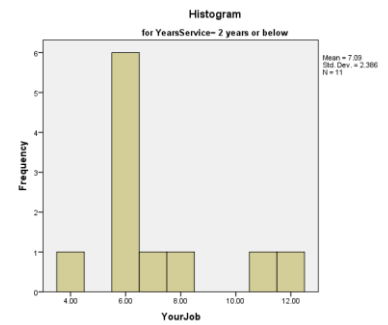
Picture Q3: Working Life: 5 to 10 years



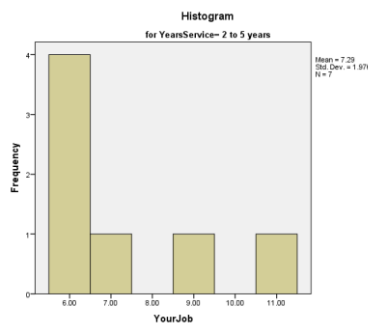
Picture Q4: Working Life: 10 to 20 years



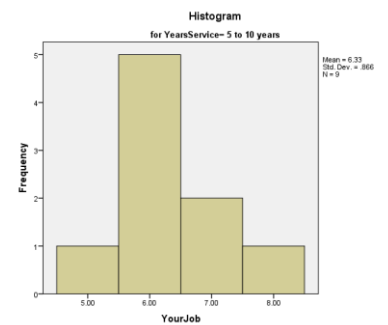
Picture Q5: Working Life: above 20 years



Picture R1: Your Job: 2 years or below

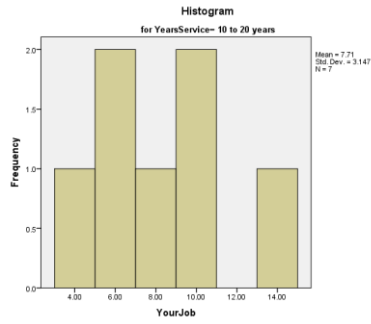


Picture R2: Your Job: 2 to 5 years

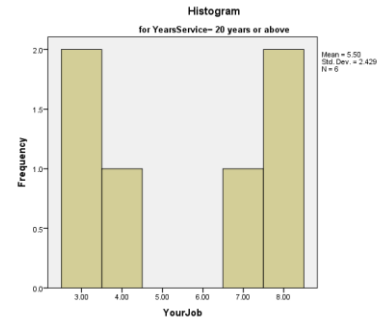


Picture R3: Your Job: 5 to 10 years

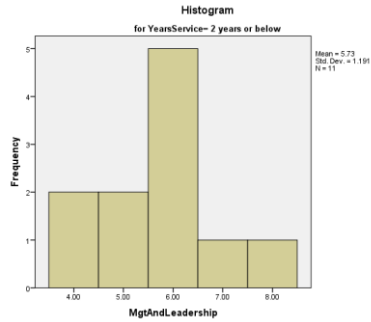




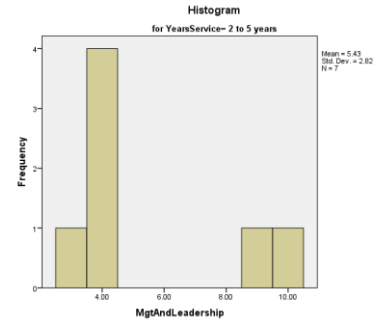
**Picture R4: Your Job: 10 to 20 years**



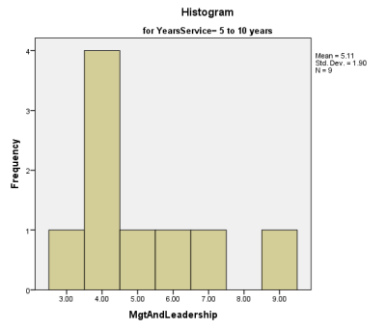
**Picture R5: Your Job: above 20 years**



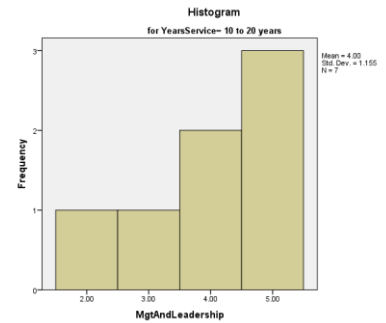
**Picture S1: Management and leadership: 2 years or below**



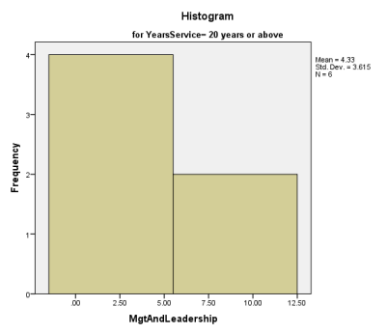
**Picture S2: Management and leadership: 2 to 5 years**



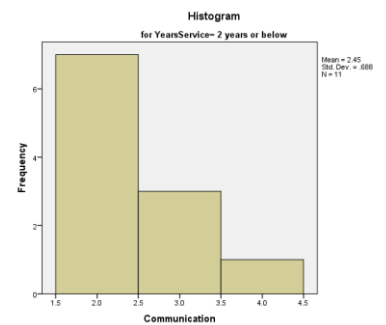
**Picture S3: Management and leadership: 5 to 10 years**



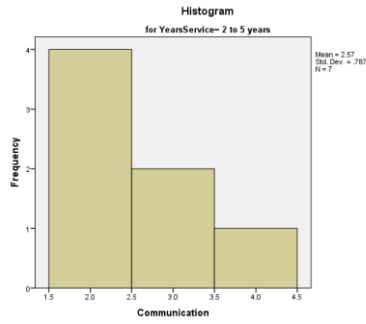
**Picture S4: Management and leadership: 10 to 20 years**



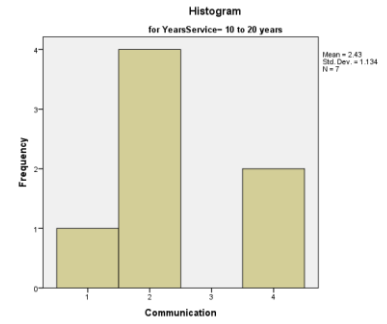
**Picture S5: Management and leadership: above 20 years**



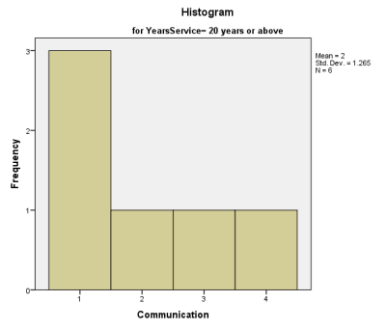
**Picture T1: Communication: 2 years or below**



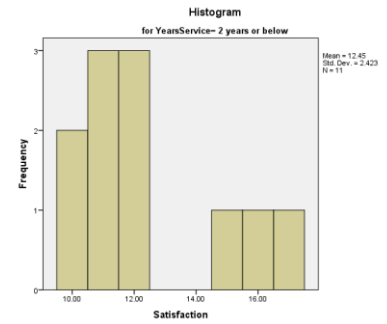
**Picture T2: Communication: 2 to5 years**



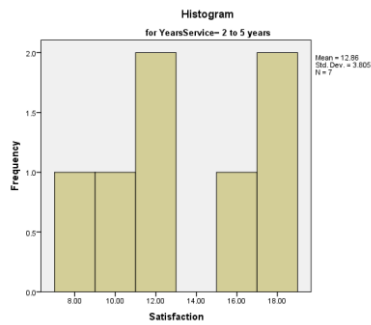
**Picture T3: Communication: 10 to 20 years**



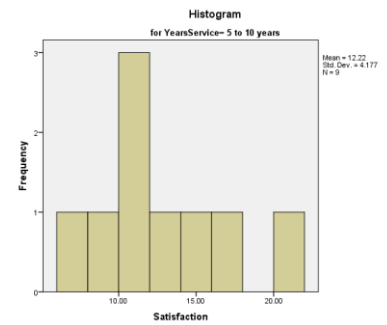
**Picture T4: Communication: above 20 years**



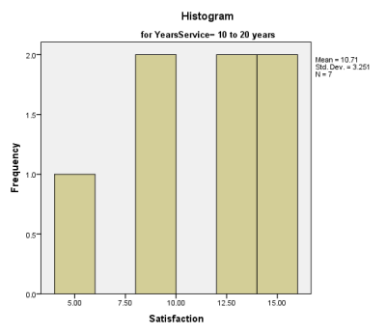
**Picture U1: Satisfaction: 2 years or below**



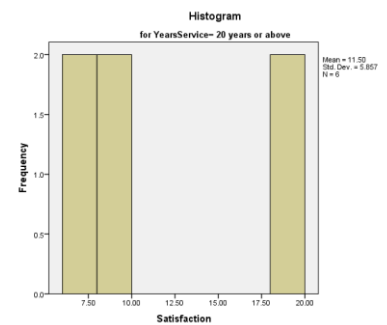
**Picture U2: Satisfaction: 2 to5 years**



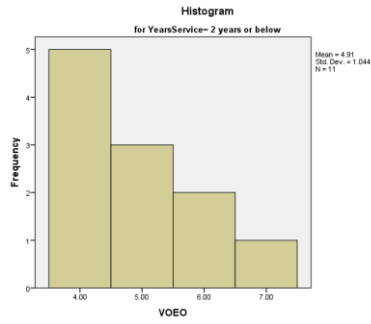
**Picture U3: Satisfaction: 5 to 10 years**



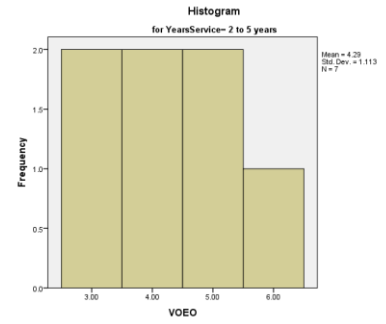
**Picture U4: Satisfaction: 10 to 20 years**



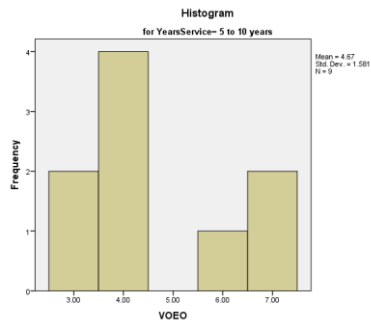
**Picture U5: Satisfaction: above 20 years**



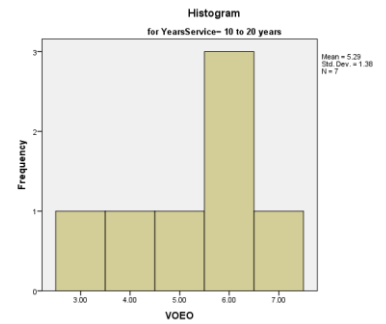
**Picture V1: Views on Employer and Organisation: 2 years or below**



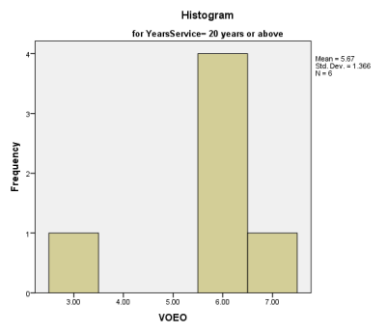
**Picture V2: Views on Employer and Organisation: 2 to 5 years**



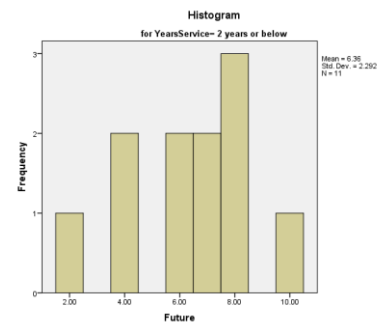
**Picture V3: Views on Employer and Organisation: 5 to 10 years**



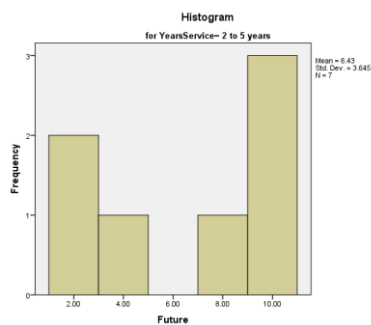
**Picture V4: Views on Employer and Organisation: 10 to 20 years**



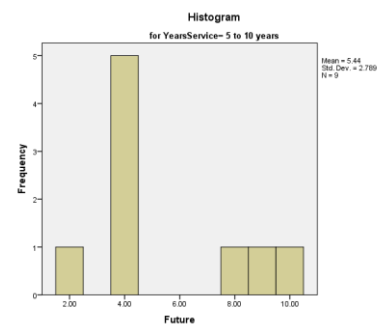
**Picture V5: Views on Employer and Organisation: above 20 years**



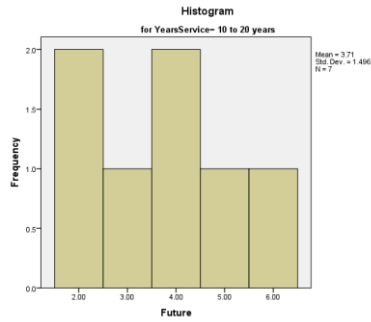
**Picture W1: Future: 2 years or below**



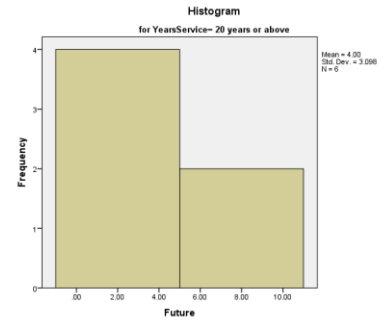
**Picture W2: Future: 2 to 5 years**



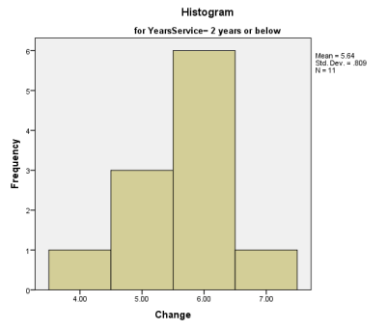
**Picture W3: Future: : 5 to 10 years**



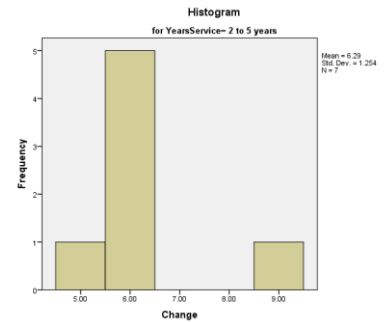
Picture W4: Future: 10 to 20 years



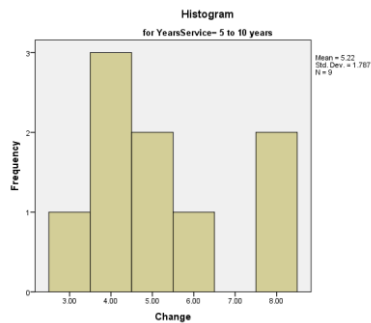
Picture W5: Future: : above 20 years



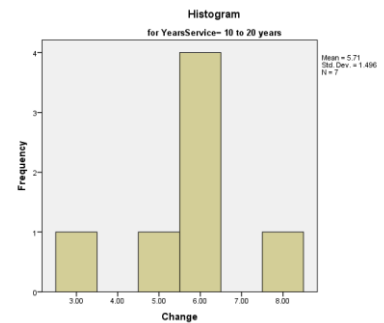
Picture X1: Change: 2 years or below



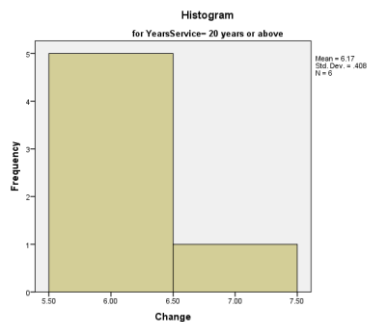
Picture X2: Change: 2 to 5 years



Picture X3: Change: 5 to 10 years



Picture X4: Change: 10 to 20 years



Picture X5: Change: above 20 years

In order to analysis the difference between each group the researcher used the procedure for performing an Analysis of Variance (ANOVA) through SPSS. This from of analysis allowed the researcher to compare more than two independent groups which was required for this group.

**Test of Homogeneity of Variances**

	Levene Statistic	df1	df2	Sig.
Communication	7.233	4	35	.000
Working Life	1.578	4	35	.202
YourJob	2.964	4	35	.033
MgtAndLeadership	6.821	4	35	.000
Satisfaction	2.911	4	35	.035
VOEO	.810	4	35	.527
Future	3.505	4	35	.017
Change	2.139	4	35	.097

**Table 16: Results for Homogeneity of Variance in groups**

**Table 16** depicts the output for this test, the ‘Levene Statistic’. The most important entry at this stage of the test is the entry in the column labelled ‘Sig’. The null hypothesis associated with Levene’s test is that homogeneity of variances is assumed. As the ‘Sig’ value in **Table 16**, variables such as; Working Life, Views on employer and the organisation and change can assume that the homogeneity of variance is assured. However in the case of Communication, Your Job, Management and Leadership, Satisfaction, and the Future the value the researcher must reject the assumption.

**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
Communication	Between Groups	2.244	4	.561	.813	.526
	Within Groups	24.156	35	.690		
	Total	26.400	39			
Working Life	Between Groups	2.074	4	.519	.127	.972
	Within Groups	143.301	35	4.094		
	Total	145.375	39			
YourJob	Between Groups	20.509	4	5.127	1.024	.409
	Within Groups	175.266	35	5.008		
	Total	195.775	39			
MgtAndLeadership	Between Groups	16.857	4	4.214	.899	.475
	Within Groups	164.118	35	4.689		
	Total	180.975	39			
Satisfaction	Between Groups	20.906	4	5.227	.352	.841
	Within Groups	520.069	35	14.859		
	Total	540.975	39			
VOEO	Between Groups	7.675	4	1.919	1.136	.355
	Within Groups	59.100	35	1.689		
	Total	66.775	39			
Future	Between Groups	49.189	4	12.297	1.682	.176
	Within Groups	255.911	35	7.312		
	Total	305.100	39			
Change	Between Groups	5.709	4	1.427	.895	.477
	Within Groups	55.791	35	1.594		
	Total	61.500	39			

**Table 17: ANOVA Results Output**

The results of the ANOVA calculation is presented in **Table 17**, which we can confirm that each result indicates that we cannot reject the null hypothesis of no difference between the group means; and

thus we infer that there is insufficient evidence to assume that Years of Service is an important factor to influence each variable.

# **Chapter 5**

## **Findings and Discussion**

### **Introduction**

The purpose of this chapter is to give a detailed discussion to the key findings of the research. The findings will be critically reviewed against the literature review of Chapter 2.

### **Objective: Variation between Genders**

The point of this objective was to distinguish whether there was a variation between male and female respondents. The population of 'Company X' is male dominated which is predominantly a result of the manner of work. There is a clear rationale for the manner of the work affecting the results of gender variation. From the results in Chapter 4, the researcher can confirm that there is a significant difference in regard to the responses to questions on 'future', 'satisfaction' and 'views on the employer and organisation'. In these sections it is clear that the male responses are more negative compared to the female responses. Truss et al (2006) has referred to an engaged worker as passionate, energetic, committed, immersed and dedicated to their work in their definition. The male responses in this section appears to be dispersed between being positively committed to the organisation and being negatively uncommitted. Macey (2009) et al has recognised commitment as one of the underpinning components of employee engagement. This variation shows that there are members of 'Company X' who do not see themselves as members of the organisation in the future.

The next section 'Satisfaction' also displays a clear variation. Positive satisfaction has links through the literature to organisational commitment and organisational citizenship. Satisfaction isn't an indicator on employee engagement on its own however appropriate to measure in this research. The female response for Satisfaction has derived a positive with predominantly positive result in the future section. The male response in this section has very similar response patterns to those in the Future section. The 'views on the employer and organisation' has indicated that females are more likely to speak highly of their employer and organisation than males.

The variation between males and females is evident from the independent t-tests displayed in **Tables 11, 12 and 13** however behind these results there probably exists reasoning such as the

manner of their work which affected satisfaction, future and the views on the employer and organisation. It is however clear that females of 'Company X' exhibit the traits that they are more engaged in the organisation than males.

### **Objective: Variation between Ages**

The disparity between age groups in the organisation is interesting as there is nearly an equal value to each age group measured in the organisation. Respondents were divided into groups ranging from 25 years old or below 27.5%, 26 to 35 years old 22.5%, 36 to 45 years old 27.5% and 46 years old and above 22.5%. The results of the ANOVA calculation is presented in **Table 15**. These results have suggested that 'Company X' older workers such as those in groups '36 to 45 years old' and '46 years and above' exhibit more positive responses than those in younger groups. Particular sections such as 'working life', 'future' and 'your job' have presented a view of significant difference between the youngest age category and the others. The sections were designed to measure the employee level to the organisation and their emotional attachment to the organisation respectively.

Literature has suggested that the levels of employee engagement should differ between older workers and younger workers. Kite, Stockdale, Whitley and Johnson (2005) have argued that younger workers are more engaged than older workers because older workers feel they have given all they have and are now counting the days to retirement. James, Mckechnie and Swanberg (2011) have argued that younger workers see jobs as a bridge to the next job. The CIPD (2008) found through research of several organisations that older employees tended to be more engaged than the younger employees. It is clear that individuals based in the youngest age category have no attachment to their job and are likely to leave to pursue their career in another organisation than those in older categories. Macey et al (2008) distinguished the importance of commitment to engagement. Armstrong (2007) and Macleod and Clarke (2009) have both made significant suggestion towards the importance of retaining the best employees to an engaged workforce. However the results has indicated that these individual displays attributes associated with disengagement. Older workers in the research have demonstrated a correspondent with the literature as



exhibiting traits relating to engagement than younger employees. Older workers feel more attached to their work and this seen through positive responses in categories 'your job' and 'working life'. Therefore they are more engaged.

### **Objective: Years of Service**

The results of the ANOVA calculation is presented in **Table 17** which represents the results of 'years of service' tested on each variable. The results have indicated that individuals who are have been members of the organisation have the highest amount of positive responses. Individuals who are generally part of an organisation for such a long period of time has the organisations values infuse into them, thus, it becomes part of their life. Individuals in the groups of '2 years or below' and '2 to 5 years' exhibit results that indicating of dissatisfaction, lack of commitment and a lack of interested in their job. This factor is similar to that recorded previously referring to younger workers using their job as a bridge to another. These individuals situated in these groups exhibit similar attributes in their responses.

Respondents in groups who have been members of the organisation for longer than five to ten years have demonstrated results indicating they are more likely to be engaged than those who have been members for less than five years.

### **Objective: Measuring engagement**

As referred to in **Chapter 3**, the survey was measured using a number of themes that appear throughout the literature of employee engagement. The researcher used these themes to measure engagement along with questions referring to organisation.

The first section used questions tested to 'working life'. The respondents scoring was averaged out by the high percentage who either agreed or strongly agreed that their job pressurised them every day. Macey (2009) has assumed that pressure can break an individual's capability to being engaged. This is a section of an employee's working life that has to be monitored to ensure they do not drop in levels of productivity.

The second section referred to 'your job'. This variable exhibited positive results that showed that the organisation provides employee with the correct systems for individuals to complete their job and develop at same time.

The third section analysed 'management and leadership' which displayed split results. The opinion of respondents found that not all employees have the belief in their boss/supervisor.

The fourth section investigated communication. Gatenby et al (2008) has suggested that ineffective communication is described as a barrier in employee engagement which can lead to disengagement. This highlights of the importance of it in all organisations. Results indicated that communication in 'Company X' was thought of positively by seventy percent of employees. There is however, an indication that communication is not used throughout the entire organisation as thirty percent of respondents disagreed in this section. Communication is not only important for the employer and employee relationship but also in other major aspects such as change in the organisation. (Beer and Nohria, 2000).

The fifth section tested satisfaction. Satisfaction is an evident part of engagement through definition such as Robbins, Judge and Campbell (2010). It is however noted that satisfaction cannot be measured and is only a component of overall engagement (Gatenby et al, 2008). The results display of this variable are diverse. The diversity includes multiple responses indicating high satisfaction whilst there are also multiple dissatisfactory scores. Satisfaction although not an integral part of engagement, it is still an important part. Seventy percent of individuals indicated levels of satisfaction. With thirty percent feeling dissatisfied reasoning such as the demeanour of their work must be assumed to have an effect on such an amount of individuals.

The sixth part analysed the 'views on the employer and the organisation'. Individuals who speak highly of their organisation have been deemed to possess qualities of engagement (Armstrong, 2012). Results have shown that sixty percent of respondents would speak highly of the organisation. Only fifteen percent of respondents indicated they would be critical of the organisation the final twenty five percent holding a position of neutrality. Another section of this variable displayed the results of whether the respondent had an involvement in what goes on in the organisation and whether they would like to be involved. Forty percent of respondents presented results indicating they have no attachment to the organisation in this manner nor do they want to have any involvement with it. These results have shown that there are employees who hold no emotional attachment to the organisation and in so showing an attitude not associated with engaged employees.

The seventh section tested the 'future'. This variable was used to measure the respondents intended to remain with the organisation. Commitment as suggested by Macey et al (2009) is a root of engagement. It could be argued that employees who are not committed to the organisation have not got a commitment to their work and may not be performing to their potential. Gatenby et al (2008) and Armstrong (2014) have reported that a high performance has links to engagement. Thirty percent of employees have responded as insisting that they do not wish to have futures with the organisation. Responses such as these would presume that the

organisation may be faced with an increasing turnover rate. This issue must be investigated into more detail in order to determine the reasoning behind their decision.

An overall analysis of engagement in 'Company X' would indicate that there is a clear split between results. There is an indication that around seventy percent of individuals contain those attributes that would indicate they are engaged where thirty percent would indicate disengagement attributes. Results have indicated that each respondent possess characteristics of engagement however the results indicate that the aspect of work carried out may have affected the negative responses in this category. The CIPD (2012) has indicated that low skill jobs tend to have low levels however the reasoning to this cannot be explained with the data gathered. Engagement can be determined to be existing in this organisation through a proportion of the population as too does disengagement.

### **Objective: Finding the effect of organisational change on employee engagement**

The final section of the questionnaire was used to give insight into the effect of change in the organisation.

The data gathered has suggested that a divide exists between responses to the variable. Forty percent of employees admitted to feeling stressed about the change in the organisation whilst thirty five percent of respondents indicated that they feel overworked. The researcher must note that these results were also linked to those of individuals who exhibited traits of disengagement.

The results suggest that the aspect of the work carried out by these individuals has affected them more than other members of the workforce.

#### **Qualitative data: Change**

In order to understand change in more detail the researcher used question 22 as an open ended question along with questions 20 and 21. For question 22 '*Has the growth of the organisation effected how you feel about your job? Why?*'. The researcher sorted the responses from a range of positive language to negative language in order (See Appendix B). It should be noted as this was an open ended question twelve respondents did not answer this question. The positive response to this question would be concerned with a 'No' answer or in some way denying that change has not changed how they feel about their job. Several of the positive responses included 'no' and that 'organisational growth was important for the organisation'. Another response was that growth has had a positive impact on the organisation. In total 13 responses were categorised as being positive toward the impact of change on the organisation. 3 respondents commented that the impact of change hadn't effected how they feel but they had said that there were insufficient staff members to keep up

with the demands. This answer was interesting as although their opinion had not changed, they felt there was a need for more staff but did not state their negativity toward the organisation. Some of the more negative answers include terms such as 'overworked', 'longer and ridiculous hours'. Overall there were 12 responses to question 22 that indicated a negative response. Not only did they feel negative but their answers also distance themselves from their work which they saw in a negative way, demonstrating a lack of commitment meaning that they were less likely to be engaged.

#### Conclusion of change and its effect on employee engagement

The organisation has clearly been effected by change. There is a split between positive answers referring to change as a positive compared to negative answers referring to employees having to work longer and harder. This can be interpreted to as the results coming from separate departments of the organisation. However, without this information there has to be the researcher can only assume the manner of work has resulted in this change.

Engagement has to be suggested as being affected by this change. Thirty percent of individuals have responded negatively to the survey also indicated low commitment and satisfactory levels. The change has therefore clearly effected one area of the organisation strongly. This change may have an effect on the retention levels of the organisation. Armstrong (2007) and MacLeod and Clarke (2009) have argued that retaining and maintaining employees who are engaged is the key to increasing organisational benefits. It should be noted therefore that disengaged employees will have negative effects on this organisation.

#### Barriers to employee engagement in 'Company X'

The results have suggested that the potential increase in turnover in the organisation may pose a barrier to an engaged workforce. Although MacLeod and Clarke (2009) have indicated the importance of retention, in the case of this organisation it may not be of importance in order to lose the deadweight.

Another issue identifiable from the result is the need to improve communication levels. Thirty percent of the workforce have suggested that communication is not of the appropriate standard in the organisation. Merrell (2012) has stressed the importance of communication in aspects of change. It is suggested that throughout the literature that communication is the centre of the employee employer relationship.

Constant pressure was also recognised as a barrier. Pressure has been indicated to pose as a negative and a positive to engagement. The consistency of this factor cannot be beneficial to the emotional attachment of individuals to their work.

## **Chapter 6**

### **Conclusion and Recommendations**

This chapter concludes the study through recommendations for future study, limitations and the conclusion of the findings.

#### **Conclusion**

Similarities were shown in the results however females of the organisation clearly display more traits of being engaged than their male counterparts. It has to be suggested that potentially the aspect of work has acted as part in these results. The fact that the population is only made up fifteen percent females is also an indication that the number of responses may have affected the male result.

Although similarities appear in the results individuals in the age groups above thirty five displayed similar results of a more emotional attachment to their job rather than the younger groups. These groups displayed a lack of commitment and attachment to their work which presented the view that the organisation is only a stepping stone in their career. The CIPD (2008) has emphasised that older workers tend to be engaged than younger workers. The results to this study clearly display this.

The years of service variable discovered that individuals who worked in the organisation tended to show little traits of engagement. Literature has suggested that an individual is engaged when they arrive at an organisation they are engaged in their work for the first few years, however this wears off after a period of time before they become engaged again in later years. The research has however shown results that individuals who are members of the organisation for less than five year exhibits traits of not being engaged. The variable has suggested however that individuals who are members of

the organisation for longer than ten years display more organisation attachment responses in their results.

The results suggests that there is a deep division between employees in 'Company X' and the levels of employee engagement each displays.

One third of the respondents have indicated that communication levels to not meet the standards they need to complete their job. Communication throughout literature is constantly linked to success in the workplace through the employer employee relationship and implementing strategies. If the organisation wants to improve engagement in the organisation than this is going to be a priority and a great place to begin.

The results indicate a severe split between satisfactory results and those about the employee's future in the organisation. Although high turnover can be seen as negative by several theorists, in the case of 'Company X' this may be a positive. This could be due to the removal of those who display dissatisfaction as well as disengagement traits. By the removal of these individuals from the organisation there may be an option to start fresh.

The level of change has impacted certain members of the organisation significantly more than others. Several individuals have stated that longer hours and tougher working environment are the result of the change. These results suggest that there is a sufficient amount of employees to cope with the new demands and only particular sections of the organisation are left to feel the impact of this. The new pressurised working conditions can only lead to employees becoming disinterested and wanting to pursue their career elsewhere.

## **Recommendations for Future Research**

The author suggests that in order to gain a deeper knowledge of the impact of organisational change on employee engagement, there is a need for a more qualitative approach to research needs to take place. The researcher suggests that in future studies that the research should focus on a smaller population to enable a qualitative approach to be used. The researcher believes that this will enable more critical questions to be asked in an interview process.

There should also be a suggestion to divide individuals between departments in the organisation as this may help in determining the areas of the organisation that distinguish the suggestion of disengagement.

## **Limitations**

It was accepted that this study was not completed without its limitations. One of the main limitations of the study carried out was the lack of literature available to link between an organisation affected by change and employee engagement. Another limitation of the study was the survey design. There was no such comparable survey in order to make direct comparisons which meant that it was impossible to apply a sophisticated approach to measuring in certain areas. The survey was based on a number of themes that had appeared throughout the literature of employee engagement. Although it would have been much easier to use an outside professional survey the researcher deemed it inappropriate as it would not have measured the required objectives.

Another limitation was the objection to collect qualitative data which resulted in the lack of deep and meaningful material gathered which would have given the researcher more detail and a better outlook of the impact of change on the organisation.

The level of employee engagement was of employee engagement could not have been benchmarked against a previous study however it was assumed as being present.

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## **Appendix: A**

Q.1 Do you feel enthusiastic about going to work?

- Yes all the time
- Most of the time
- Sometimes
- Rarely
- Never

Please tick a box that matches your opinion on the following

	Strongly agree	agree	neither	disagree	Strongly disagree
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Q.2 My job is interesting.					
Q.3 I know what is expected of me.					
Q.4 My job puts me under pressure every day.					
Q.5 I get opportunities to learn in this job.					
Q.6 I am provided with the equipment/tools that I need to complete my work.					
Q.7 I received the correct training to do my job.					
Q.8 I receive support from my boss.					
Q.9 I receive recognition for my work.					
Q.10 I receive the information and communication needed to do my job.					
Q.11 I am satisfied in my current job.					
Q.12 There is a balance between my work life and my home life.					
Q.13 I get on well with my co-workers.					
Q.14 My opinion seems to matter.					

Q.15. When asked by an individual, would you be proud to

speaking about your employer

- I speak highly without being asked
- I speak highly if asked
- I would be neutral towards my organisation
- I would be critical of my organisation if asked
- I would be critical of my organisation without being asked

Q.16. How do you express your views towards your organisation?

- I'm not really interested in my organisation and the work involved, it's just a job to me
- I like to be aware of what's happening in the organisation although I don't actually get involved
- No opinion
- I like to be aware of what goes on and would like to be more involved
- I am involved and I do know what goes on

Please tick a box that matches your opinion on the following

	Strongly agree	agree	neither	disagree	Strongly disagree
Q.17 I hope to work to have a good future in this company					
Q.18 I intend on working for this organisation for a long period of time					
Q. 19 I am satisfied that my wage matches the work I do.					
Q. 20 I feel stressed by increasing organisational business					
Q. 21 I feel over worked					

Q. 22. Has the growth of the organisation effected how you feel about your job? Why?

Please indicate which of the following represents you

- Sex                      -Female                      - Male
- Age                      -25 years old or below                      -26 year to 35 years old
- 36 years old to 45 years old                      - 46 years old and above

Years' service in the organisation

- 2 years or below
- 2 to 5 years
- 5 to 10 years
- 10 to 20 years
- Above 20 years

## Appendix: B

Question 22: Has the growth of the organisation effected how you feel about your job? Why?

<b>Response</b>	<b>Number of times given</b>
Positive impact on the organisation	3
No growth is important for the overall organisation	2
No	8
Not really but the organisation growing increases pressure as there is insufficient staff to cope with the demands	3
Not really	1



but the organisation growing increases pressure as there is insufficient staff to cope with the demands	
Yes there is a lot more work	5
Yes , we have to work longer hours	4
Business growth has resulted ridiculous hours without the recruitment of more staff to cover this problem	1
Yes several workers such as warehouse associates are left to complete all working resulting in long hours and individuals feeling over worked	1