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The Impact of Employee Engagement on Organizational Effectiveness: a Case Study of Oman Wastewater Services Company SAOC (Haya Water-OMAN)

Alhakam Fahad Almandhari

EMBA Student, Waljat College of Applied Sciences, Muscat, Oman

Syed Aulia

Assistant Professor, Waljat College of Applied Sciences, Muscat, Oman

Dr. Prashant Rastogi

Associate Professor, Waljat College of Applied Sciences, Muscat, Oman

Abstract:

Employee engagement can be considered as a positive factor that effect's the employee's performance. Today the good thing about the organizations is that they have started to pay attention to how important that employee engagement is and what kind of impact that it has on the effectiveness of the organization and how they affect the others and encourage the positive work environment and competitiveness in organization and enhances employee productivity. In this regard the current research is taken up to study the impact of employee engagement on organizational effectiveness- A case study of Oman wastewater services company SAOC- Oman. Descriptive research was undertaken both primary and secondary data forms the base of research, around 100 respondents filled the questionnaire for primary data and secondary data was collected from different magazines, manuals, and other print media. The results were analyzed and interpreted accordingly

Keywords: *employee engagement, organization, productivity, Oman*

1. Introduction & Literature Review

In this era of globalization, the organizations are considering that the employees are a very important element if not the most never the less important one. The relationship between the organization and its employees must be cohesive to be more productive and progressive so that maximum benefit can be extracted. Some of the companies have referred to their employees as "employees." Other organizations have referred to their employees as "associates," "staff members," or "team members. However, is there a relation between how involved employees are in the organization and their morale, motivation, and satisfaction with their jobs?

Study takes an internal perspective and focuses on employee engagement Professional and intellectual works on company and contact has acknowledged that on employee engagement leads to organizational development, profit, and productivity as well as organizational citizenship behavior and client satisfaction. Factors that might perhaps drive employee engagement, which contain employee, engagement, supervisor connection, and work environment.

The findings of the study will advance of works on engagement, leadership, and organizational inner contact and better practices in inner contact and efficiently involve employees. Additionally, the findings will help to develop authentic association and transparency that will give to the accomplishment of the organization.

But what are employee engagement and commitment, exactly?

Employees' satisfaction with their work and pride in their employer, the extent to which people enjoy and believe in what they do for work and the perception that their employer values what they bring to the table. The greater an employee's engagement, the more likely he or she is to "go the extra mile" and deliver excellent on-the-job performance.

So if an employee loves going to work he talks about it all the time and is very enthusiastic happy where he works and goes to his job with a smile. Doing his work in the best way he can and even if he has difficulty's he still is happy to work again and again and that he enjoys work a lot. Employee engagement also can be defined also as unlocking the employee potential to drive to high performance and also makes employee give more and beyond what employees could give if they wanted to.

1.1. Problem Statement

Employee engagement is a new subject but is a very popular one. Many studies have proven the importance of it. One of the main issue that has been viewed in the privet sector that there is nothing much that attaches the employee to the organization more than the financial reasons or benefits and if they find a better finical offer in any, another place they would leave. Another thing is that most of

the employees don't give it their all or go an extra mile for the job the best is that they only do what they are asked for; it is time for all to understand the importance of employee engagement and how it effects the organization.

1.2. Theoretical Concepts and Framework

The first time that employee engagement was mentioned was in a journal article called "Psychological Conditions of Personal Engagement and Disengagement at Work" by Kahn 1990. He defined it as engagement as "the simultaneous employment and expression of a person's "preferred self" in a task behaviours that promote connection to work and to others, personal presence, and active full role performance.

The question remains as to whether engagement is a unique concept or merely a repackaging of other constructs. Different researchers have defined engagement both attitudinally and behaviorally.

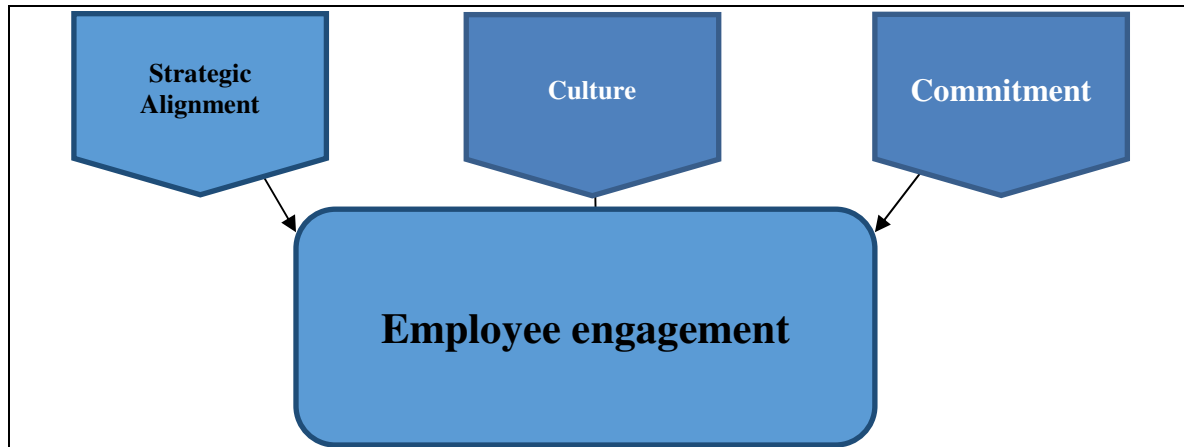


Figure 1

The research is focus on employee engagement from three main factors that effect's it.

Strategic alignment the main reason is to determine how well are strategic directions are understood between the top management and the employees. Because an employee that understands and knows the strategic directions of his organization and that, his goals and the organization goals are align.

Culture helps to measure does it provide the valuing to people and questions help measure several of our stated values as well as aspects of the Operations criterion specifically leading and communicating.

Commitment is to show the level of commitment that the employee has in their work to find the conditions that exist to have the highest engagement

2. Literature Review

As per Kahn (1990) an ethnographic researcher engagement is "the harnessing of organizational members' selves to their work roles" which clearly shows that the employees consider them part of the organization and put their heart and soul in work

According to Rothbard (2001), the definition of engagement as a psychological state composed of attention, which refers to "cognitive availability and the amount of time one spends thinking about a role," and absorption, which refers to "being engrossed in a role and...to the intensity of one's focus on a role". Public engagement is "a psychologically motivated state that is characterized by affective commitment, positive affectivity and empowerment that individual public experiences in interactions with an organization over time that result in motivated behavioral outcomes"

Kang (2010). Usually, definitions of engagement include cognitive, emotional, and behavioral components. The aspect of engagement includes employees' beliefs about the organization, management and working conditions. The emotional components (or beliefs) defines employees' positive attitude, how they "feel" about their employer, company's values, leaders and working conditions according to (Kahn, 1990; Towers Perrin, 2003; Robinson et al. 2004)

Maslach (2001) a Burnout researchers suggest that engagement is the opposite, a positive antitheses of burnout. State that "engagement is characterized by energy, involvement, and efficacy)", the direct opposite of the three burnout dimensions of exhaustion, cynicism, and ineffectiveness. According to jack and Suzy welch (2006) that there is now organization in the world no matter how big it is can continue and survive in a long run without engaged employees who believe in the firm's mission and understand how to achieve it. and that is why it is very important to measure employee engagement at les once a year through anonymous survey so everyone would be free to speak out their mind.

Macey and Schneider (2008) believed that the definition of engagement came in three levels the first one is trail engagement (disposition and cognition) which means knowing and acting according to it, the second level is the physiological state engagement (affection and emotions) and that are about the feelings and emotions that the employee falls inside. and the last one is the behavioral engagement (behaviors).

Huang (2001) noted that the quality of the organization public relationship is indicated by public trust, control mutuality, commitment, and satisfaction. From the internal perspective, the current study focuses on the quality of employee-organization relationships.

Kim and Rhee (2011) if employees have long-term relationships that are good with their organization then most likely that they would consider the organizations problems as their own. and because of that they are likely to forward and share supportive information for their organization during the organizational turbulence, and that will lead to that the organization will be taking care of not only from the top management but also from all employees in the organization.

In a study by Yang and Grunig (2005) it was found that the relationship if it was positive will strongly affect the organization reputation and also is overall evaluation and if it was negative it will also effect it in the opposite direction. Organizational reputation is a critical factor for employee engagement (Parsley, 2006).

Researchers studying the communications have found that employees who are engaged tend to connect with centralized employs by using different communication strategies (Cowardin-Lee, & Soyalp, 2011). Employee engagement has become a topic of massive interest in the organizations in recent years. It is claimed that engagement can forecast employee outcomes, success, and financial performance of organizations (Saks, 2006)

2.1. Significance of Study

An organization's HR System is the primary driver of employee engagement. The HR system's staffing, training and development practices contribute to the development of employee competencies that enhance competitive advantage and help to ensure organization and employee fit. Rewards, benefits, and performance management practices help motivate employees to behave in ways that benefit the organization.

The study puts a spot light on the quality of employee-organization relationships. Quality relationships that organizations have with their employees not only to achieve organizational goals, but also to build an image for the organization in these tough time for many organization not only in the government sector but also in the privet sector.

2.2. Objectives of the Research Study

- ✓ To study how will do he employees understand the strategies of the organization for them to perform better and more effective.
- ✓ To study do the employees feel valued I the organization and important.
- ✓ To study how commuted are the employees in the organization.

2.3. Scope of the Research Study

The scope of study takes place in one of the public sector organizations in sultanate of Oman – Muscat that is Oman wastewater services company SAOC Haya water.

3. Research Methodology

3.1. Research Design

This research is a Descriptive research in which we will be studding and also Measure employee engagement in three categories: believes, culture, and commitment.

3.2. Sampling Design

The study will be focusing on collecting the data from Haya Water Company SAOC Oman, Sample size of 100.

3.3. Data Collection Method(s)

- Primary data: the data collected by distributing a questionnaire to the sample
- Secondary data: articles, books, magazines and print media.

3.4. Limitations to the Study

- ✓ Time for conducting the study is limited
- ✓ Problems in getting cooperation for data collection
- ✓ Probable errors while translation from few Arabic documents

4. Data Analysis & Discussion on Findings of the Study

4.1. Strategic Alignment

The primary purpose of the Strategic Alignment section is to determine how well strategic directions criteria are understood, and the readiness of the organization to align around them for action. By the table we can view that all the valuables in the first part of our study consist of Cronbach's alpha 0.962' that is greater than the limit of reliability that is related on studying the strategic alignment.

Around 55% of employees understand how their job contributes to institutional effectiveness improvements 21% somewhat agree, 14% strongly disagree, 5% neutral, 3% somewhat disagree and 2% don't know.

63% strongly agree that they understand how their job contributes to achieve organization goals, 14% disagree, 12% somewhat agree, 6% neutral, 3% somewhat disagree and 2% don't know.

60% of employees strongly agree that they have the necessary skills to contribute to my organizations continuous improvement efforts 17% somewhat agree.

29% somewhat agree that the top management are effective in communicating the vision 27% strongly agree, 15% neutral, 14% somewhat disagree, 11% strongly disagree and 4% don't know.

42% strongly agree that the supervisor works to align the goals of our department with the goals of the organization 29% somewhat agree 7% neutral 11% somewhat disagree 9% and 2% don't know.

4.2. Culture

Culture helps to measure our Culture criterion and provides evidence for valuing people. Additionally, the questions help measure several stated values as well as aspects of the Operations criterion specifically leading and communicating. Cronbach's alpha 0.949 that is greater than the limit of reliability that is related on studying Culture criterion and valuing people.

30% somewhat agree that the organization is agile in responding to learner needs 23% strongly agree and the same are neutral, 18% somewhat disagree, 5% strongly disagree and 1% don't know.

32% strongly agree that the organization encourages the employees to do things in new ways 29% are neutral, 14% somewhat agree and also somewhat disagree and 5% don't know.

29% somewhat agree that Information is communicated in a timely fashion 27% are neutral 19% strongly agree, 18% somewhat disagree, 5% don't know and 2% strongly disagree.

37% strongly agree that they understand their role at the organization 32% somewhat agree, 21% are neutral, 5% somewhat disagree, 3% don't know and 2% strongly disagree

50% strongly agree that the measure and target the goals for improvement, 21% somewhat agree, 14% somewhat disagree, 10% neutral, 3% don't know

43% strongly agree that they are involved in decisions that affect their work, 20% somewhat disagree, 19% somewhat agree, 11% neutral, 4% strongly disagree and 3% don't know.

33% somewhat agree that that the evaluation process in the organization helps improve job performance, 24% strongly agree, 21% are neutral, 12% neutral, 6% strongly disagree and 4% don't know.

43% strongly agree that their supervisor positively motivates their performance at work, 29% somewhat agree, 9% for both neutral and somewhat disagree, 7% strongly disagree and 3% don't know.

37% strongly agree that their supervisor provides useful performance feedback, 27% somewhat disagree, 15% neutral, 10% strongly disagree, 8% somewhat disagree and 3% don't know.

36% somewhat agree that they have career discussions with their supervisor, 24% strongly agree, 18% somewhat disagree, 17% neutral, 3% don't know and 2% strongly disagree.

4.3. Commitment

The primary purpose of Section 3: commitment is to broadly gauge the level of commitment employees have in their work. The questions also take into account whether the conditions exist to allow for high engagement such as clear work responsibilities, access to needed information and a safe work environment. Cronbach's alpha 0.956 that is greater than the limit of reliability that is related on studying commitment level.

50% strongly agree that work responsibilities are clear to them, 24% somewhat agree, 11% neutral, 9% somewhat disagree 5% strongly disagree and 1% don't know.

40% strongly agree that their job makes good use of their skills and abilities, 33% somewhat agree, 10% strongly disagree, 9% somewhat disagree, 7% neutral, 1% don't know.

36% strongly agree that they have the support they need to do their job, 35% somewhat agree, 11% somewhat disagree, 9% neutral, 8% strongly disagree and 1% don't know.

35% somewhat agree that at work they have the opportunity to use their strengths every day, 34% strongly agree, 4% neutral, 8% for both somewhat disagree and disagree and 1% don't know.

44% strongly agree that their work is valued in the organization, 18% somewhat agree, 17% neutral, 7% strongly disagree and 3% don't know.

34% strongly agree that there is someone at work that cares about them as a person, 30% somewhat agree, 17% neutral,

42% strongly agree that they are encouraged to develop their skills, 21% somewhat agree 19% are neutral, 9% strongly disagree, 7% somewhat disagree and 2% don't know.

48% strongly agree to improve quality of work, 25% somewhat agree, 13% are neutral, 6% strongly disagree, 5% somewhat disagree and 3% don't know.

55% strongly agree that they provide input to dep goals. 23% somewhat agree, 12% neutral, 5% somewhat disagree and 1% don't know.

39% strongly agree that they had opportunities to grow and learn, 31% somewhat agree, 16% neutral, 8% somewhat disagree and 3% for both disagree and don't know.

42% strongly agree that the mission of the organization makes them feel that their job is important, 22 % somewhat agree and the same for neutral 7% don't know,5% somewhat disagree and 2% disagree.

5. Conclusions

The content of the study is intended to view how employees understand and how they are emotionally attached to the organization and how to find the areas that need improvement for the employees to be more engaged for them to be more effective in the organization.

As per the part one of the study it shows that the employees are very aware about the strategies of the organization with a mean of 50 % that have answered strongly agree and 10% have answered strongly disagree in the questionnaire.

As per the second part of the study of the questionnaire, it shows that only 34% have answered in strongly agree and 5% answered strongly disagree.

Employees are also very committed and the study shows that mean of 41% of the employees have answered strongly agree and that indicates a strong commitment in the organization.

From the survey results which highlights some additional areas for further consideration that can be very helpful for the organization to improve in some parts and increase the employee engagement in the organization.

Finally, after the finding it will be possible to develop new training programs for supervisors and employees alike for them to achieve a higher level of employee engagement and to get greater effectiveness in the organization.

6. Suggestions

There are many other factors/ aspects to look in to on how to develop an engaged employee that have to be considered also.

Putting more effort in how to increase the employees value in the organization and also to improve the strategy alignment of the employees to make them understand more about the organizations goals, vision and mission since it has the highest level of responding to strongly disagree

7. Directions for Future Research

Adding the other factors that affect the employee engagement and including them in the study

Comparing the level of employee engagement from different years to get a better view on the progress that the organization has done.

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