

DRIVERS OF EMPLOYEE ENGAGEMENT AT GVK EMRI, GUJARAT

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Abstract Employee engagement is one of the most important responsibility of top management in all organisations today, be it profit making or non-profit, small or big. Organisations of all sizes and types have started investing inhuman resource activities to develop and maintain engagement in their human resources. Employee engagement in profit making and non-profit organisations have different dimensions, as non-profit organisations in most cases pay less to their employees. At the same time, they expect highest level of commitment and engagement from employees. The aim of this research is to understand the impact of drivers of employee engagement on employee engagement in GVK-EMRI. Cross tabulation and Chi Square was applied to age and work experience, along with One Way MANOVA with Gender as independent variable. There was a statistically significant difference in drivers of employee engagements based on a respondent's gender. A significant difference was reported on various activities of employee engagement, supervisor and senior management, and GVK-EMRI organisation. Opportunities to grow and job enrichment are prominent factors for employee engagement. This research has implications for GVK-EMRI top management, supervisors, and senior managers, as they can use findings of the study to their advantage.

Keywords: Employee Engagement, One way MANOVA, GVK-EMRI

INTRODUCTION

Recent globalisation wave in the Indian economy has led to significant transformation in organisations. Whether it is a profit driven or non-profit driven organisation, employees have become main concern for the management in the organisation. Earlier it was common perception and proverb that only IT and IT-enabled services organisation focused on employees, rest sectors were considered having a dull attitude towards employees. As market competition is increasing to new heights and levels, the resources have become premium content available for the organisation in the market. Manpower is the only dynamic, volatile resource available with the organisation which becomes a significant advantage or disadvantage. There are two sets of employees i.e. one who are engaged and committed to their organisations, the other who are disengaged and not committed to their organisations. The first set of employees gives higher productivity and low turnover which becomes a source of competitive advantage, while the other becomes a burden with low productivity and high cost to the organisation. Nowadays all the organisations of all sizes and types have started investing substantially in human resource policies and practices to develop, maintain engagement in their human resources. The problem for managers becomes more rigid when the employees are in

transition phase not associated completely with either group. They weigh the positives and negatives to make a delicate balance between organisation aspiration from them and their career aspirations. Managers are recognising pressing need of investment in “*optimizing employability*”.

Concept of Employee Engagement

Engagement is something about creating the opportunities for employees to connect with their colleagues, managers and wider organisation. It is also about creating an environment where the employees are committed to their work and really care about doing a good job as well.

Organisation

GVK EMRI, a not-for-profit organisation comes out with the three digit 1-0-8 emergency phone number, responding to emergencies 24 hours a day and seven days a week in urban, rural, and tribal areas across the 17 Indian states and union territories of India, viz. Andhra Pradesh, Tamil Nadu, Kerala, Telengana, Karnataka, Madhya Pradesh, Gujarat, Chhattisgarh, Uttarakhand, Assam, Meghalaya, Himachal Pradesh, Uttar Pradesh, Rajasthan Goa, Dadra Nagar &

Haveli, and Daman and Diu. This service is operated by GVK EMRI under Public Private Partnership model after entering into an M.O.U with respective state governments. GVK EMRI's service was first launched in Hyderabad, the capital city of Andhra Pradesh, on August 15, 2005, with 30 ambulances and 250 employees covering five towns in Andhra Pradesh. GVK EMRI is one of the largest single emergency management service provider in the world

due to its innovation, integration of technologies, end-to-end service provided in emergency management, research and training. GVK EMRI was incepted with the objective of delivering comprehensive, speedy, reliable and quality pre-hospital care. GVK EMRI, 108 Services, Gujarat is operating with 550 ambulances and 3000 employees. This is a CSR wing of GVK Group and operating in Public Private Partnership model with Govt. of Gujarat.

Table 1: Employee Engagement Activities in GVK EMRI

Sr	Employee Engagement Activities & Objectives	Targeted Population	Activity Description	Frequency
1	EM Care Awards This award is indented to encourage the employees working in the ambulances to provide best emergency care to the beneficiary with precision so that life is saved. It inculcates a sense of passion among frontline staff and improves the customer care.	EMTs & Pilots	One award per district for a team of EMT and pilot who attended a critical case in the best way following all protocols and could save a life. This award is decided by a panel of emergency medical team and clinical instructors from among large number of nominations. In addition to districts wise award, Best among the best is also awarded and honoured as Life Saviour of the Month as the best case of the state for the month. District awardees get a memento and a citation whereas state awardees get cash award and citation. Awards are given in functions and in front of large crowds. Media coverage also given with the pictures of awardees,	Monthly
2	EMT Day -2 nd April EMTs and the paramedic staff available in ambulances. 2nd April every year is celebrated as EMTs' Day to celebrate the cadre of emergency medical technicians and felicitate them as live saviours	EMTS	On 2nd April felicitation meeting are conducted across all districts and selected EMTs are felicitated with mementos and awards for the whole year of their contribution in saving lives. Normally senior officials from government would participate in such events and motivates the cadre.	Annually
3	Mothers Day Celebration- 2 nd Sunday May This day is celebrated with the mothers of our frontline staff in order to create a family connect with the mission of GVK EMRI	EMT, Pilots and EROs	10 families each of EMTs and pilots are selected from every district and their mothers are visited at their homes by the district manager with a memento and 'Thank you' card from COO of GVK EMRI for letting her child in the mission of saving lives.	Annually
4	Pilot Day- 26 th May Pilots are the drivers of ambulances. 26th May every year is celebrated as Pilots' Day to celebrate the cadre of pilots who help in saving lives and shift the victims promptly safely to hospitals.	Pilots	On 26th May, felicitation meeting are conducted across all districts and selected Pilots are felicitated with mementos and awards for the whole year of their contribution in saving lives. Normally senior officials from government would participate in such events and motivates the cadre.	
5	World Environment Day- 5 th June To create a sense of responsibility among all employees towards the environment	All Employees	On this day, 108 trees are planted by employees at state head office campuses. Each team along with team lead will plant one tree, which will be named after that department. In addition, All ambulance location will also plant a tree sapling each.	Annually
6	Father's Day Click with your Dad-2 nd Sunday of June Family connect with GVK EMRI's Mission of saving lives	EMTs, Pilots and EROs	Nominations are invited from all employees to submit a selfie clicked along with your Dad with expression of respect and love. Best 20 entries and awarded and their fathers are felicitated and honoured in a function by presenting a shawl	Annually

Sr	Employee Engagement Activities & Objectives	Targeted Population	Activity Description	Frequency
6	Doctors' Day- 1 st July	Doctors and Clinical Instructors	On this day, a special meeting is convened to felicitate all doctors. Mementos and citations are given to best performers and all others are motivated by inspiring words by Sr. Management team.	Annually
	To facilitate all doctors working in GVK EMRI			
7	Amby Moments Photography Competition	EMTs and Pilots	From the digital camera available in the ambulance, the teams of EMT and pilot need to click a photograph with the background of beautiful nature in the nearby geography and send a soft copy for nomination. 20 best entries will be awarded 5 each from all regions	Annually
	Photography competition is conducted every July among all ambulance staff. This will improve their love for ambulances and would inspire them to keep ambulance clean			
8	Kabaddi Competition	All EROs and Support Staff	This is done every year in July. All departments and 4 teams from the call centre participate and compete for almost a month in the knock out and finally two teams are awarded as winner and runner up.	Annually
	To increase the vigour, team work and enthusiasm of employees			
9	ERC Day- 1 st August	All ERC Staff	Lots of fun filled activities and cultural programmes by employees are conducted on this day in a large gathering. Best performers of the whole year are felicitated during the function. ERC is decorated by employees themselves	Annually
	1 st August, which in writing indicates 1-0-8, is celebrated to felicitate the employees in the Emergency Response Centre (Call Centre). This improves the teamwork and enthusiasm in ERC.			
10	Independence Day Recognitions	EMTs and Pilots	A team of EMTs and pilots from each district is selected and recognised in the public function of district wise Independent Day function and felicitated by ministers or district officials. Every year 33 such teams are recognised in the state.	Annually
	This recognition of EMTs and pilots in public function and parade of Independence Day motivates all employees to contribute beyond the call of their duties and remain passionate for the mission of saving lives.			
11	E-Live Annual Day- 29 th August	All Employees	A large gathering of around 1000 employees generally comes together with lot of cultural activities, annual awards and food at state headquarter. Around 20 categories of annual awards for various categories of performance are given away.	Annually
	This is the annual day of GVK EMRI. This brings in a lot of pride, inspiration, team spirit and passion among all employees.			
12	Rakshabandhan Celebration	Female EMTs	On this day, female staff are permitted to tie <i>rakhis</i> on hands of various govt officials like Police Commissioners, Collectors, Chief Fire Officers etc. in all districts. This promotes stakeholders' relations and inculcates a sense of safety among employees.	Annually
	On this day, female staff are permitted to tie <i>rakhis</i> on hands of various govt officials like Police Commissioners, Collectors, Chief Fire Officers etc. in all districts. This promotes stakeholders' relations and inculcates a sense of safety among employees.			
13	Teachers' Day- 5 th September	All Trainers and Senior Management Teams	All trainers and senior team members are recognised in a function by remembering their teachings and guidance by the members.	Annually
	This inspires the trainers and seniors to further mentor their teams.			
14	Academic Excellence Awards- 5 th October	EMTs and Pilots	Five each children of EMTs and pilots from class 1 st to 12 th who secured highest marks in their previous academic year are awarded with a trophy certificate and memento.	Annually
	Brings employees' children and family close to GVK EMRI			
15	Navaratri Celebration	All Employees	During Navaratri festival, Garba dance programmes are organized in all districts and state head offices which involve all employees.	Annually
	Brings in lot of team spirit and energy among all teams.			
16	Children's Day- 14 th November	EMTs and Pilots	Drawing competition is arranged in all districts for the children of EMTs and pilots and best 20 are awarded	Annually
	Brings families closer to GVK EMRI			

Sr	Employee Engagement Activities & Objectives	Targeted Population	Activity Description	Frequency
17	Thanks Giving Week –24 th November to 31 st December Promotes interpersonal relations among employees	All Support Function Employees	Thank you cards are issued to all employees during the week. All can give card with a description to any other employee of their choice with a reason why they thank them. Three employees who receive maximum cards will be rewarded as most thanked employees	Annually
18	Joy of Giving Week –24 th to 31 st December Reminds about the underprivileged	All Support Function Employees	Collects used clothes from all employees and distributes among the poor slum dwellers in the area	Annually
19	New Year Celebration –1 st January Reminds all employees about the importance of live saving mission and need to conduct ethically	All Employees	Oath taking and signing on a pledge panel in the presence of gathering which reiterates the vales systems of GVK EMRI	Annually
20	Republic Day Recognitions This recognition of EMTs and pilots in public function and parade of Republic Day motivates all employees to contribute beyond the call of their duties and remain passionate for the mission of saving lives.	EMTs and Pilots	A team of EMTs and pilots from each district is selected and recognised in the public function of district wise Republic Day function and felicitated by ministers or district officials. Every year 33 such teams are recognised in the state	Annually
21	Volleyball Tournament- February Promotes team bonding and energy and vigour in the team	All Support Function Employees	This is organized every year in July. All departments and 4 teams from the call centre participate and compete for almost a month in the knock out and finally two teams are awarded as winner and runner up.	Annually
22	Holi Celebration-March Promotes energy and enthusiasm among all employees	All Employees	Conducts rangoli competition in all districts and awards to the 20 best rangolis are given.	Annually
23	Women's Day-8 th March Promotes gender equity and sensitisation	All Female Employees	All female employees gather and arrange fun-filled get together	Annually
24	Honesty Awards Promotes ethical behaviours	EMTs and Pilots	All those who find and return valuables and money of the road traffic accidents' victims are awarded with citation and memento.	Monthly
25	Award for Beyond the Call of Duty Promotes bravery and selfless service	EMTs and Pilots	All those who go extra miles to help the victims and save their lives are awarded with citation and memento.	Monthly
25	KMPL Leader awards Promotes Fuel efficiency, safety and environment	Pilots	One pilot from each district who secures highest fuel efficiency i.e. KM/litre of diesel is awarded	Monthly
26	Family Visits Family understands the values and mission of GVK EMRI and appreciates the work culture	All Employees	Family members can be brought to GVK EMRI campus during the day announced. All will be received and taken through the process and activities in details and end with ambulance visits. All family members will be offered food during visits.	Quarterly
27	Birthday Celebrations Emotional connect with employees	All Employees	Daily messages in mail. Calling and wishing of employees. Announcing in the public address system along with jingle and monthly cake-cutting ceremony.	Daily and Monthly
28	Wishes for Employment Anniversaries Emotional connect with employees	All Employees	Daily messages are sent to employees whose employment anniversaries are on the day. During monthly birthday celebrations their names are also called for felicitation	Daily and Monthly

Employee engagement can also positively affect the efficiency in the use and delivery of emergency services to

the public in Gujarat. Employee engagement is imperative to the long-term success of the GVK EMRI in Gujarat.

REVIEW OF LITERATURE

Most often employee engagement has been defined as emotional and intellectual commitment to the organisation (Baumruk, 2004; Richman, 2006; Shaw, 2005) or the amount of discretionary effort exhibited by employees in their job (Frank, Finnegan, & Taylor, 2004). Although it is acknowledged and accepted that employee engagement is a multi-faceted construct, as previously suggested by Kahn (1990), Truss, Soane, Edwards, Wisdom, Croll, and Burnett (2006) define employee engagement simply as 'passion for work', a psychological state which is seen to encompass the three dimensions of engagement discussed by Kahn (1990) and captures the common theme running through all these definitions.

The growth of NGO led movements on issues in India has been a significant witnessed in eighties in Indian economic and social environment. The HRM aspects of NGOs have been studied covering issues like empowerment (Chandrasekhar & Anjaiah, 2002), organisational commitment (Chandrasekhar & Anjaiah, 2002). Voluntary organisations in India range in size from small groups of five or six individuals to large organisations employing hundreds of people and engaged in diverse operations spread across the country (Chandrasekhar, 2000; Bhose, 2003).

Singh, Kumar, and Priydarshi (2007) have reported reasons for high engagement in NGO- HELP AGE INDIA pride in association, feeling of doing assignments, fir with organisational values. This may be considered an important reason for people to join an NGO at first place is the feeling of doing something for others. So their expectations are fulfilled to a large extent. The other side of coin is despite small sample size of 50 was taken form Help Age India in the study, employees want more work life balance, better compensation and more autonomy to make difference in society. The engagement level was observed to be high due to sense of accomplishment they get from working for others and seeing the result of their work.

Siddhanta and Roy (2010) in their study "Employee engagement: Engaging the 21st century workforce" tried to categorise the key drivers of 'Employee Engagement', its different attributes together with the ways to measure it. The study also tried to identify ways to handle disengaged employees and modern 'Employee Engagement' practices in corporate. The article also reviewed the research findings on the effect of employee engagement on productivity, profitability of the organisation, customer satisfaction and other related aspects, conducted by organisations like Gallup, Hay Group, and ISR. It was concluded that concluded that high levels of employee engagement will lead to improved employee commitment & involvement towards job and thus creating a highly motivated workforce – that will work together to achieve the common goals of the organisation.

The highly engaged workforce will definitely make an organisation more successful in terms of financial & non financial parameters.

Bedarkar & Pandita (2014) in their study on the drivers of employee engagement impacting employee performance discussed three engagement drivers, namely communication, work life balance, and leadership. They had conceptualised a model analysing these drivers of engagement, which would lead to employee and organisational performance.

Swathi (2013) in her editorial on "effecting employee engagement factors" focused on some of the specific factors like feedback, rewards, reorganisation, leadership etc. which have an influence the employee engagement. The paper concluded that communication is a very important factor in every sector, and department. Compensation, rewards & recognition are very important factors for development of employee engagement. The human beings are more of subjective in the way they think and execute the work, change is only factor that is constant among the human beings. Hence all customised factors are not present in the organisation which influence the employee engagement.

Another study from Swaminathan, and Aramvalarthan (2013) reported recognition and team work as major parameters to improve employee engagement from study of 100 managerial staff from various hospital in Nagapattinam district, Tamil Nadu. The empowerment can be enhanced further and make the employee loyal to the organisation. If the hospitals concentrate over the other dimensions like work life balance by conducting some games, celebrations to reduce work stress, leadership quality by providing supportive superiors, training and development by providing training based on the performance of the employees and communication that employees are getting the information from superiors to do their job effectively and will make employees engage highly at work.

Imandin, Bisschoff, and Botha (2014) in their article "A model to measure employee engagement" developed a theoretical model by identifying employee engagement constructs from the research works. The study identified the measuring criteria of these constructs from the literature and validated the theoretical model to measure employee engagement in South Africa. The proposed theoretical model consisted of 11 employee engagement constructs which were measured by a total of 94 measuring criteria. The model was statistically validated and showed positive results.

Sange (2015) surveyed 500 sales/marketing professionals to measure employee engagement. Multiple regression analysis revealed the progressive importance of the drivers of employee engagement to sales professionals. A model has been proposed which could be used by managers to streamline their initiatives towards creating a more engaged sales force.

RESEARCH GAP

Many conceptual articles have been published on the drivers of employee engagement. An extensive study of literature has shown that empirical studies on the factors driving employee engagement have been conducted mostly on manufacturing units both public and private sectors. Very few studies have focussed their research on employee engagement in service sector. Hence, exploring employee engagement drivers in service organisation still remains an untapped area. Till now no research have been conducted on GVK-EMRI.

A deep insight on the literatures gathered reveals that there is a lack of significant findings on the drivers of employee engagement segregated on the basis of gender. Hence, employee engagement drivers based on male and female employees needs to be explored. A big gap also exists in the hierarchical segregation. Study could be conducted on supervisors and senior management.

OBJECTIVES OF THE STUDY

- (a) To understand the impact of drivers of employee engagement on employee engagement in GVK-EMRI.
- (b) To deduce empirical evidence on the influence of drivers on employee engagement.

RESEARCH METHODOLOGY

The research is a conclusive and quantitative research which would help in understanding the drivers of the employee engagement in GVK-EMRI and decide upon the best course of action in future. Data was collected from self-designed questionnaire administered to 258 employees at GVK-EMRI. Convenient and judgemental sampling method has been used to select the respondents based on the research objectives. 204 male and 54 female employees both from supervisory and senior management were selected as respondents for the research. A questionnaire was developed taking the drivers of employee engagement which employed a 5-point Likert scale to indicate the perceptions of the respondents' employee engagement. The employees gave their response in the scale of 1- Strongly Agree, 2- Agree, 3- Neutral, 4- Disagree, 5- Strongly Disagree.

The content validity of the instrument was tested by consulting internal and external experts. To analyse the data, the statistical cross tabulations and Chi square was applied to age and work experience, along with one way MANOVA with gender as independent variable with the help of SPSS (Statistical Package of Social Science) software version 21.

FINDINGS AND DISCUSSION

Crosstabs (Cross tabulations and Chi-Square) using SPSS on age and work experience of respondents were collected for the study. Table 1 depicts all responses that were considered valid for the study.

Table 1: Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
WorkExp * AGE	258	100.0%	0	0.0%	258	100.0%

Table 2: Work Experience * Age Cross Tabulation

		Age							Total
		19-25	26-30	31-35	36-40	41-45	46-50	>50	
0.50	Count	10	12	5	0	0	0	0	27
	% within AGE	3.9%	4.7%	1.9%	0.0%	0.0%	0.0%	0.0%	10.5%
1.00	Count	7	2	3	0	0	0	0	12
	% within AGE	2.7%	0.8%	1.2%	0.0%	0.0%	0.0%	0.0%	4.7%
2.00	Count	5	14	12	2	0	0	0	33
	% within AGE	1.9%	5.4%	4.7%	0.8%	0.0%	0.0%	0.0%	12.8%
3.00	Count	9	15	5	1	0	0	0	30
	% within AGE	3.5%	5.8%	1.9%	0.4%	0.0%	0.0%	0.0%	11.6%
4.00	Count	9	6	9	2	1	0	0	27
	% within AGE	3.5%	2.3%	3.5%	0.8%	0.4%	0.0%	0.0%	10.5%

		Age							Total
		19-25	26-30	31-35	36-40	41-45	46-50	>50	
5.00	Count	22	59	39	3	0	2	1	126
	% within AGE	8.5%	22.9%	15.1%	1.2%	0.0%	0.8%	0.4%	48.8%
7.00	Count	0	0	2	1	0	0	0	3
	% within AGE	0.0%	0.0%	0.8%	0.4%	0.0%	0.0%	0.0%	1.2%
Total	Count	62	108	75	9	1	2	1	258
	% within AGE	24.0%	41.9%	29.1%	3.5%	0.4%	0.8%	0.4%	100.0%

Table 3: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	156.531 ^a	144	.225
Likelihood Ratio	123.081	144	.896
Linear-by-Linear Association	11.195	1	.001
N of Valid Cases	258		

a. 162 cells (92.6%) have expected count less than 5. The minimum expected count is .01.

Table 2 displays work experience and age cross tabulations along with modal frequencies of the response collected for the study. In age column, respondents with 26-30 years displayed highest percentage count, followed by 31-35 years as next highest percentage count of the sample taken for the study. Similarly in work experience row, respondents with five year work experience showed highest percentage count, followed by two year work experience as next in percentage count to it. The lowest percentage count was reported in 41-45, 46-50 and above age columns of the response. Similarly the work experience column reported lowest in one year rows of response for the study.

Table 3 provides the summary statistic information, the Pearson Chi-square value is 156.531, which is associated with (p- value is .225) of 22.5% risk of being wrong in rejecting the null hypothesis. This is too great a risk (far exceeding our standard of 5% risk), so we are unable to report any statistical difference between work experience and age cross tabulation in this sample taken for study.

Further, one-way multivariate analysis of variance i.e. one-way MANOVA is used to determine whether there are any differences between independent groups on more than one continuous dependent variable. We have used gender as independent variable into fixed factor, and all the statements on various drivers of employee engagement as dependent variables for the study. There were 204 males and 54 females reported in sample taken for the study.

Table 4: Descriptive Statistics

Gender		Mean	Std. Deviation	N
Salary Benefit	Male	5.2500	3.06277	204
	Female	5.7222	2.89056	54
	Total	5.3488	3.02815	258
HR Policy	Male	5.9265	1.81387	204
	Female	6.4444	1.96830	54
	Total	6.0349	1.85536	258
Various EE Activities	Male	6.1765	1.91397	204
	Female	7.5000	1.39744	54
	Total	6.4535	1.89402	258
Reward & Recognition	Male	6.2794	1.83436	204
	Female	5.8889	1.20794	54
	Total	6.1977	1.72746	258
Colleagues	Male	5.3971	1.90777	204
	Female	4.8889	2.09822	54
	Total	5.2907	1.95593	258
Supervisors & Seniors	Male	6.5147	1.99378	204
	Female	5.8889	2.20348	54
	Total	6.3837	2.05092	258
Gender		Mean	Std. Deviation	N
Organisation itself	Male	4.3971	2.45033	204
	Female	3.5556	1.35517	54
	Total	4.2209	2.28887	258
Mission of Saving Lives	Male	1.7206	1.44705	204
	Female	1.6111	.89899	54
	Total	1.6977	1.35005	258
Pride Respect of Job	Male	3.2059	2.02369	204
	Female	3.5000	2.61166	54
	Total	3.2674	2.15774	258

Table 4 provides the descriptive statistics on various drivers of employee engagement where highest mean was observed

in various activities for employee engagement, lowest mean was observed for mission for saving lives.

Table 5: Multivariate Tests^a

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	1.000	96308.391 ^b	9.000	248.000	0.000
	Wilks' Lambda	.000	96308.391 ^b	9.000	248.000	0.000
	Hotelling's Trace	3495.063	96308.391 ^b	9.000	248.000	0.000
	Roy's Largest Root	3495.063	96308.391 ^b	9.000	248.000	0.000
Gender	Pillai's Trace	.124	3.915 ^b	9.000	248.000	.000
	Wilks' Lambda	.876	3.915 ^b	9.000	248.000	.000
	Hotelling's Trace	.142	3.915 ^b	9.000	248.000	.000
	Roy's Largest Root	.142	3.915 ^b	9.000	248.000	.000

a. Design: Intercept + Gender

b. Exact statistic

The multivariate tests table is where we find the actual result of the one-way MANOVA. The second effect, labelled "Gender", and the Wilks' Lambda row are the major elements. To determine whether the one-way MANOVA

was statistically significant a "Sig." value of .000, which means $p < .05$. There was a statistically significant difference in drivers of employee engagements based on a respondent's gender (male and female), $F(9, 248) = 3.91, p < .05$; Wilk's $\Lambda = 0.876$.

Table 6: Tests of Between-Subjects Effects

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	Salary & Benefits	9.521 ^a	1	9.521	1.039	.309
	HR Policy	11.456 ^b	1	11.456	3.358	.068
	Various EE Activities	74.795 ^c	1	74.795	22.602	.000
	Reward & Recognition	6.512 ^d	1	6.512	2.192	.140
	Colleagues	11.026 ^e	1	11.026	2.903	.090
	Supervisors /Seniors	16.722 ^f	1	16.722	4.022	.046
	Organisation itself	30.235 ^g	1	30.235	5.881	.016
	Mission of Saving lives	.512 ^h	1	.512	.280	.597
	Pride Respect of Job	3.694 ⁱ	1	3.694	.793	.374
Intercept	Salary & Benefits	5140.359	1	5140.359	560.667	.000
	HR Policy	6534.432	1	6534.432	1915.662	.000
	Various EE Activities	7986.423	1	7986.423	2413.423	.000
	Reward & Recognition	6322.140	1	6322.140	2128.423	.000
	Colleagues	4517.445	1	4517.445	1189.570	.000
	Supervisors /Seniors	6569.001	1	6569.001	1580.082	.000
	Organisation itself	2700.375	1	2700.375	525.232	.000
	Mission of Saving lives	473.954	1	473.954	259.308	.000
	Pride Respect of Job	1920.066	1	1920.066	412.068	.000

Gender	Salary & Benefit	9.521	1	9.521	1.039	.309
	HR Policy	11.456	1	11.456	3.358	.068
	Various EE Activities	74.795	1	74.795	22.602	.000
	Reward & Recognition	6.512	1	6.512	2.192	.140
	Colleagues	11.026	1	11.026	2.903	.090
	Supervisors /Seniors	16.722	1	16.722	4.022	.046
	Organisation itself	30.235	1	30.235	5.881	.016
	Mission of Saving lives	.512	1	.512	.280	.597
	Pride Respect of Job	3.694	1	3.694	.793	.374
Error	Salary & Benefit	2347.083	256	9.168		
	HR Policy	873.230	256	3.411		
	Various EE Activities	847.147	256	3.309		
	Reward & Recognition	760.407	256	2.970		
	Colleagues	972.172	256	3.798		
	Supervisors /Seniors	1064.289	256	4.157		
	Organisation itself	1316.172	256	5.141		
	Mission of Saving lives	467.907	256	1.828		
	Pride & Respect of job	1192.853	256	4.660		
Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Total	Salary & Benefit	9738.000	258			
	HR Policy	10281.000	258			
	Various EE Activities	11667.000	258			
	Reward & Recognition	10677.000	258			
	Colleagues	8205.000	258			
	Supervisors /Seniors	11595.000	258			
	Organisation itself	5943.000	258			
	Mission of Saving lives	1212.000	258			
	Pride Respect of Job	3951.000	258			
Corrected Total	Salary & Benefit	2356.605	257			
	HR Policy	884.686	257			
	Various EE Activities	921.942	257			
	Reward & Recognition	766.919	257			
	Colleagues	983.198	257			
	Supervisors /Seniors	1081.012	257			
	Organisation itself	1346.407	257			
	Mission of Saving lives	468.419	257			
	Pride Respect of Job	1196.547	257			

a. R Squared = .004 (Adjusted R Squared = .000)

b. R Squared = .013 (Adjusted R Squared = .009)

c. R Squared = .081 (Adjusted R Squared = .078)

d. R Squared = .008 (Adjusted R Squared = .005)

e. R Squared = .011 (Adjusted R Squared = .007)

f. R Squared = .015 (Adjusted R Squared = .012)

g. R Squared = .022 (Adjusted R Squared = .019)

h. R Squared = .001 (Adjusted R Squared = -.003)

i. R Squared = .003 (Adjusted R Squared = -.001)

We can see from Table 6 that gender has a significant effect on various activities of employee engagement ($F(1,256) = 22.602$; p -value $0.00 < .05$), supervisor and senior management ($F(1,256) = 4.022$; p -value $0.04 < .05$) and GVK-EMRI organisation ($F(1,256) = 5.881$; p -value $0.01 < .05$)

CONCLUSION

The survey was about drivers of employee engagement which has been conducted on 258 employees of GVK-EMRI which helps to understand and assess the employees' concern on drivers of employee engagement system implemented in the organisation. This is a case of moderate monitoring on three drivers out of nine in current situation for the organisation, its employees as well as its employee engagement system. A positive effect on employee engagement drivers has been found in the sample response taken for study. David and Pandey's (2013) study had reported that almost all of workers in drug company and IT sectors of Indian business measured engaged as most of the responses were on the positive aspect with minor improvement required to done to extend employee engagement level. Satisfactory work surroundings, opportunities to grow, and job enrichment have emerged as factors behind worker engagement. Still more and more studies are being conducted on this dynamic, volatile concept of Employee engagement across the globe and especially in India.

SUGGESTIONS

Based on research, gender has a significant effect on various activities of employee engagement, supervisor and senior management, and GVK-EMRI organisation. These elements have to be transparently specified with clear guidelines for policy and decision making in the GVK-EMRI. The other elements salaries and benefits, HR policies and processes, reward and recognition of employees, colleagues, mission of saving lives, honour, pride and respect from the society did not reported any significant effect on basis of gender.

MANGIERIAL IMPLICATIONS

The result shows a bright future of GVK-EMRI at Gujarat as the employees' engagement drivers show moderate concern on some parameters in reference to gender. The study has implications for GVK-EMRI top management, as they can design employee engagement programmes on the basis of prominent factors identified in the study. Senior managers and supervisors can also use output of the study so as to engage employees. Other similar organisations in non-profit sector can also use findings of the study to their advantage.

LIMITATIONS

1. The study is limited to a single non-profit organisation in one state; comparative studies between non-profit making organisation located in various state could be considered in future.
2. Comparative studies can be done across profit making and non-profit organisations, sectors and geographical location.
3. Further longitudinal studies can be done to increase the industry academic gap in employee engagement field.

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