

Sense of Employee Belongingness of demographic profile in Select Organizations- A Comparative Study

Dr. AV Radhika , Assistant Professor,
Department of Business Management ,
RBVRR Women's College, Hyderabad, India.

E mail : goparajuradhika@gmail.com

Abstract

In Today's highly competitive and complex business environment, attracting and retaining qualified and competent employees has become a real challenge to the business organizations. An organization/a person cannot buy the sense of belongingness in the market or measure it in terms of any unit. Therefore, the Human Resources Management in a place, a family, a business organization, an association of people, an educational institution, etc., should be aiming at creating a sense of belongingness in the hearts of the people concerned for holding themselves together and growing. The purpose of this paper seeks to find significant difference between Male and Female employee respondents with respect to employee belongingness in select private and public sector organizations located in Hyderabad. Primary as well as secondary data has been used to carry out the research.

Keywords: Sense of Belongingness, Work motivation, Organizational support, Job Satisfaction employee turnover intention.

Introduction

Among the resources that go into a manufacturing activity, the most important ones are Men, Material, Money and Machinery. Of these, the first one, i.e., Men, is living or animated one, while the others are non-living or in-animated ones. It is the 'man', who use the other non-human resources in the process of manufacturing a product or service. Hence, men are the most significant resources in any organization and they make all the difference and they are also heterogeneous, in the sense, that they differ in personality, perception, emotions, values, attitudes, motivation and modes of thoughts. Given the highly competitive and complex business environment, attracting and retaining qualified and competent employees has become a real challenge to the business organizations. The 'rule of thumb' has become obsolete and redundant. There is a need of the new perspective to have right people for right jobs and getting the best out of them. Achieving this offers some organizations an edge of 'competitive advantage' or 'core competency' to survive and thrive in the competitive business environment.

Concept of A Sense of employee Belongingness

A Sense of belongingness is a mutual feeling of "OURS" to be existing among the people or a feeling of 'MINE', to be created in the hearts of the people concerned by an individual or a family or a group or an association or an organization or an institution or a leader etc..The sense of belongingness could be expressed by the people in the form of discipline, dedication, devotion, security, sincerity, attachment, love/passion, affection, responsibility, accountability, gratitude, loyalty, bondage or holding together, etc.. Therefore, a Sense of belongingness is the feeling of 'MINE' in the hearts of...the employees to be created by their employing organization.

An organization/a person cannot buy the sense of belongingness in the market or measure it in terms of any unit. Therefore, the Human Resources Management in a place, a family, a business organization, an association of people, an educational institution, etc., should be aiming at creating a sense of belongingness in the hearts of the people concerned for holding themselves together and growing. However, some organizations/institutions are successful in creating it, while many organizations fail.

Therefore a Sense of Employee Belongingness can be understood as "a feeling of 'mine' or 'ours' created by an organization in the hearts of its employees.

Employees would think twice or thrice before leaving their present employing organization or tend to continue in the organizations when they are involved and empowered; where the organization is attuned to, and shares in their values, and allows them to participate in a larger system that provides meaning to their lives.

Literature Review

Seligman, M.E.P., Steen, T.A., Park, N & Petersen C (2005), supported that a major contributor towards organizational well being is the purpose driven well being . Well being is all about feeling good. Well being does not take into account the importance of life experiences having a purpose is the major limitation of this aspect of well being. The impact that positive emotional experiences have on the development of psychological well being is the first important factor. a general sense of purpose that gives meaning to individual's actions enhances the influence that positive emotion can have on psychological well being is the second significant finding .

Den Hartog, D. N., De Hoogh, A. H. B., & Keegan, A. E. (2007) in their study tests how two forms of organizational citizenship behavior (helping and compliance) are effected by belongingness and perceived charismatic leadership. In line with expectations, from a study it was demonstrated that employees show more helping as well as compliance when they perceive their leader to be more charismatic (subordinate rated) and more helping (manager rated) when they have a stronger sense of belongingness at work.

Arunima Shrivastava and Pooja Purang(2009) examined the levels of job satisfaction in private sector and public sector bank employees in India. From both sectors the sample was consisted of 340 employees. This study used qualitative analysis and independent samples t-test to know the differences in employee attitudes.. It was found that when compared to public sector bank employees, private sector employees perceive greater satisfaction with pay, social and growth aspects of job. On the other hand as compared to private sector bank employees public sector bank employees have expressed grater satisfaction with job security.

Anukur Jain (2010) examined Employees' Perceptions of Total Quality Management (TQM) Practices and its Influence on Satisfaction of Job in Indian Industry. The study consisted of total three hundred employees of software developers with job experience of greater than two years resulting in a response of 76.67 percent. The results of the study showed that team work and cooperation, employee empowerment, organizational culture and communication are positively related with job satisfaction. It is also found that improvements in job satisfaction levels were significant where team work was perceived as a dominant TQM practice.

Sahoo, C. (2012) in the study "Retaining High Performing Employees through Job Satisfaction: A Theoretical Construct" stated that greatest challenge that any employer facing today is to develop such an work environment which an employee longs for and want to stay and which any other employees from other company or fresher desires for which is possible when employees are committed and motivated which leads to employee contentment. The objective of this study was to know various aspects which have an influence on employee belongingness and employee retention.

Sarwar, S. and Abugre, J. (2013) in their study titled "The Influence of Rewards and Job Satisfaction on Employees in the Service Industry". In their research stated employee belongingness is one of the major aspects and important indicator in terms of work environment and organization. When talking of employee retention which indicated the more the employee is contended the more he has motivation level the more he has high morale and more the chances to retain him.

Terera, S. (2014) in his study on “The Influence of Rewards on Job Satisfaction and Employee Retention”, to know whether there is any relation between employee contentment and rewards and to improve the situation by recommending feasible ways to the administrators and policy framers on basis of the study. The findings of the study indicated there were no considerable associations between employee contentment and rewards which means that only rewards are not the factors leading to employee contentment there are host of factors also in nursing sector which leads to employee contentment and employee retention which also create a sense of Employee Belongingness.

Tiwari, U. (2014) in her study titled, “A Study on Employee Morale and its effect on Employee Efficiency at Jaypee Cement Plant (M.P.)”, stated that morale of any employee has its relation with productivity which is feeling of wellbeing and association, one has towards his work and job. Employees who are higher contentment have higher morale and output while its vice versa those who are discontented have low level of morale. Therefore the reason for doing this research was to explore magnitude of morale of employee and various aspects which have an effect on morale and output of an employee and to indicate the measure to improve it.

Proposed Objectives and Methodology

Research Objectives

1. To study the significant difference between male and female on Sense of Employee Belongingness in select Private Organizations.
1.1 *H0: There is no significant difference between male and female on Sense of Employee Belongingness in select Private Organizations.*
2. To study the significant difference between male and female on Sense of Employee Belongingness in select Public Sector Organizations.
2.1 *H0: There is no significant difference between male and female on Sense of Employee Belongingness in select Public Sector Organizations.*
3. To compare the significant difference between male and female on Sense of Employee Belongingness in select Private and Public sector Organizations.

Research Methodology

Survey method of research was adopted. The required data was collected from primary and secondary sources. The primary sources include the administration of a schedule of questions on the sample employee respondents from the select Public and Private sector Organizations. The secondary sources included the published data, earlier research works, journals, magazines, and websites, etc.,

Random sampling is used to draw 370 sample employee respondents were selected from three private organizations and three public organizations located in Hyderabad and Secunderabad. The select Public and Private Sector Organizations and the size of the sample respondents are as follows:

S.No	Company Name	Sample Drawn
1	Bharat Sanchar Nigam Limited (BSNL)	72
2	South Central Railways, Secunderabad	71
3	Electronics Corporation of India Limited (ECIL)	51
4	Tech Mahindra	60
5	Wells Fargo	59
6	Berkadia Financial Services	57
	Total	370

Here Researcher considered Organizational Support, Nature of Job, Work Motivation, Compensation and Benefits, Manager Support, Learning and Development, Intention to Quit as key drivers of Sense of employee Belongingness.

Reliability Test

In this study, overall reliability coefficient for the employee Belongingness scale was 0.972. The subscale reliability coefficient Cronbach (α) for Employee belongingness ($\alpha = 0.910$), The reliability statistics for employee belongingness and its drivers scale is presented in table 1, 2, 3.

Table -1: Statement showing Reliability Statistics

Cronbach's Alpha	N of Items
.972	68

Table-2: Statement showing the Scale Statistics

Mean	Variance	Std. Deviation	N of Items
246.42	1826.996	42.743	68

Table – 3: Statement showing Reliability Estimates of Employee Belongingness Factors

SNO	Dimension	Conceptualization	No. of items	Cronbach's Alpha
	Employee belongingness	Extent which employee belongingness	10	0.910
1	Organizational support	Factors effecting the organizational support for employee belongingness	14	0.931
2	Nature of job	Factors effecting nature of job	8	0.877
3	Work motivation	Factors effecting work motivation	10	0.943
4	Compensation & Benefits	Factors of Compensation & Benefits	10	0.913
5	Manager Support	The effect of manager support on employee belongingness	8	0.958
6	Learning and development	The effect of Learning and development on Employee belongingness	7	0.864
7	Intention to quit	The factors leading to develop intention to quit	3	0.940

Testing of Null Hypothesis 1. 1. H₀ , 2.1.H₀

Gender (Male and Female) is considered to be an important predictor of sense of Employee Belongingness. Alternative Hypothesis proposes that significant differences exist in employee Belongingness for gender. Through this hypothesis the study investigates whether there is significance difference between male and female with respect to sense of Employee Belongingness in select private and Public sector organizations.

Table -4. :Statement showing Group Statistics for Employee Belongingness and males and females

Type of Organization	Gender	N	Mean	Std. Deviation	Std Error Mean	
Private Sector	Employee Belongingness	Male	101	3.7396	0.89823	0.08938
		Female	75	3.6813	0.63260	0.07305
Public sector	Employee Belongingness	Male	121	3.7413	0.77896	0.07081
		Female	73	3.9726	0.53262	0.06234

Table -5 : Statement showing t –test for significant difference between male and female with respect to Sense of Employee Belongingness

Type of Organization		Levine’s Test for Equality of Variances		t-test for Equality of Means		
		F	Sig	t	df	Sig (2-tailed)
Private Sector	Employee Belongingness	0.483	0.346	0.480	174	0.632
Public sector	Employee Belongingness			- 2.239	192	0.026

It can be observed that between male and female sample employee respondents in select Private Organizations significant value is 0.632 (see Table 5) which is more than 0.05, Null Hypothesis is accepted and alternative hypothesis is rejected that there is **no significant difference** between male and female on sense of Employee Belongingness in select private sector Organizations.

From above table it is also observed that between male and female employee respondents in select Public sector Organizations Significant value is 0.026 (see Table 5) which is less than 0.05, Null Hypothesis is rejected and alternative hypothesis is accepted that there is **a significant difference** between male and female on sense of Employee Belongingness in select Public sector Organizations.

It can be interpreted that in case of the select private organizations there is no significant difference in the gender (male and female), on a sense of employee belongingness, but on the other hand, there is significant difference in case of the select public sector organizations.

Discussion

Employees with more belongingness contribute for good performance in organization where as employees with less belongingness are responsible for creating negative environment in the organization. There is dire need to create environment by the management to make employees feel that they belong to the organization and their work is valuable. Workplace well-being and performance are not independent. Rather, they are complimentary and dependent components of a financially and psychologically healthy workplace.

Conclusion

Employees are the assets of an organization and effective measures should be taken to keep them in the organization. Factors such as salary, manager support, nature of job and work motivation influence the belongingness of employees. Employee Belongingness has been now a necessity for the organizations to succeed or to get competitive advantage in term of employees output or productivity. Belongingness of employees is directly related to positive organizational and business outcomes .So after analyzing the data we can conclude that in case of the select private organizations there is no significant difference in the gender (male and female), on a sense of employee belongingness, but on the other hand, there is significant difference in case of the select public sector organizations.

References

- **Seligman, M.E.P., Steen, T.A., Park, N. and Petersen, C. (2005)**, Positive psychology progress: empirical validation of interventions, *American Psychologist*, 60 (5).
- **Den Hartog, D. N., De Hoogh, A. H. B., & Keegan, A. E. (2007)**. The interactive effects of belongingness and charisma on helping and compliance. *Journal of Applied Psychology*, 92(4), 1131-1139
- **Arunima Shrivastava and Pooja Purang,(2009)** “Job satisfaction level of public sector and private sector bank employees in India,” *Asian Academy of Management Journal*, Vol.15, No. 2, July 2009, pp. 65-78.
- **Anukar Jain, (2010)** “Impact of TQM on Employees’ Job Satisfaction in Indian Software Industry,” *Proceedings of 2010 International Conference on e-Education, e-Business, e-Management and e-Learning*, IEEE Computer Society, Washington, DC, USA, 2010.
- **Sahoo, C. (2012)** Retaining High Performing Employees through Job Satisfaction: A Theoretical Construct 2012 pp. 7-12
- **Sarwar, S. and Abugre, J. (2013)** The Influence of Rewards and Job Satisfaction on Employees in the Service Industry *The Business & Management Review*, ISSN 2047-0398 Vol.3 Number-2, January 2013 pp. 23– 32.
- **Terera, S. (2014)** The Impact of Rewards on Job Satisfaction and Employee Retention conducted study to determine the impact of rewards on employee retention *Mediterranean Journal of Social Sciences* E-ISSN 2039-2117 ISSN 2039-9340 Vol 5 No 1 January 2014 pp. 481-487
- **Tiwari, U. (2014)** A Study on Employee Morale and its Impact on Employee Efficiency at Jaypee Cement Plant *Abhinav Publications* ISSN 2320-0073 VOL 3 NO 11 2014 pp. 1-7