
A STUDY ON ORGANIZATIONAL SUPPORT AND ITS IMPACT ON EMPLOYEE ENGAGEMENT

¹ YAMUNA V P, ² SHIREEN FATHIMA S

¹ II MBA Student, Panimalar Engineering College, Chennai.

² Assistant Professor, Panimalar Engineering College, Chennai.

ABSTRACT

This study investigates the influence of organizational support on employee engagement. The purpose of the study is to determine how much employee engagement is impacted by organizational support. It explores key factors influencing engagement to identify areas for improvement and enhance overall satisfaction and productivity. By evaluating existing engagement initiatives, the study assesses their effectiveness in motivating and retaining employees. Additionally, it analyzes the significance of employee recognition in fostering a positive work environment. The study aims to offer practical recommendations for enhancing organizational support. The study utilized surveys and statistical tools such as Mann-Whitney U test, Kruskal Wallis H test, methods to gather and analyze data. Through this investigation, the study aims to contribute to the development of strategies that promote a supportive and engaging workplace culture.

INTRODUCTION

Organizational support plays a crucial role in fostering employee engagement, which is essential for achieving long-term success in today's workplaces. Employees who feel supported by their organization are more likely to trust their employer, feel a sense of belonging, and experience empowerment and autonomy in their roles. Furthermore, organizations that prioritize employee development opportunities, open communication, and work-life balance initiatives are better positioned to retain talent and sustain high levels of productivity. Importantly, understanding the impact of organizational support on employee engagement allows companies to align their strategies with overall organizational goals, enhance leadership effectiveness, and adopt an employee-centric approach to management. Moreover, it promotes diversity and inclusion, contributes to sustainable performance, and builds stakeholder confidence.

REVIEW OF LITERATURE

Desi Setya Ngaeni, Iwan (2024), This study finds that organizational commitment significantly enhances the impact of psychological contracts and support on organizational citizenship behavior (OCB) among millennial employees. **Nugraha, Desta and Kharismasyah, Alfato Yusnar (2024)**, This research demonstrates that perceived organizational support (POS) mediates the positive impact of work engagement and self-efficacy on employee performance in government agencies. **OWUSU, Acheampong Evans; ESTHER, Glover; EBENEZER, Takyi-Wadieh; KYEI, Ampofo Anane (2023)**, This research evaluated the impact of compensation and perks on worker satisfaction, finding that while compensation directly influenced engagement, perceived organizational support moderated the effect of fringe benefits but not compensation on employee engagement. **Elif Sanlio, Murat Sagbaz, Lutfi Suresu (2023)**, The study found that perceived organizational support mediates the relationship between work engagement and job performance among healthcare professionals in Istanbul, highlighting valuable insights for health sector managers and future research. **Z Jia-Jun, S Hua-Ming (2022)**, This paper finds that career growth enhances knowledge worker engagement, with career goal progress and professional development boosting job engagement, and perceived organizational support moderating these effects. **I Gusti Ngurah Bagus Arya Gemilang, I Gede Riana (2021)**, This study finds that perceived organizational support enhances employee performance via involvement and support, while engagement moderates this effect, suggesting management should prioritize employee welfare and address grievances. **Int. J. Environ (2021)**, This study finds that a toxic workplace environment reduces employee engagement, based on data from 301 employees in China's small and medium-sized businesses. **Priyanka Sihag (2021)**, The study found that perceived organizational support (POS) significantly enhances employee engagement (EE) among middle-level IT professionals in India, based on data from 420 individuals analyzed using various statistical methods. **P Srivalli, KNM Kanta (2016)**, A study of 410 private engineering college faculty in Rayalaseema, Andhra Pradesh, found that organizational support significantly influences teaching effectiveness, despite its statistically insignificant moderation effect on employee engagement. **J Naujokaitiene, M Tereseviciene (2015)**, Research found that organizational support, particularly from managers and colleagues, significantly boosts employee engagement in technology-enhanced learning, yielding benefits like higher salaries and job satisfaction.

OBJECTIVES OF THE STUDY

- To Determine the key factors that impact employee engagement.
- To Evaluate the range of employee engagement initiatives within the organization to understand their effectiveness and identify areas for improvement.
- To Analyze the impact of employee recognition on overall employee engagement levels.
- To Offer actionable recommendations for organizations to enhance their support systems for employees.

NEED OF THE STUDY

This study is to identify the extent to which organizational support has the impact on employee engagement. By delving into the key factors that influence employee engagement, organizations can pinpoint areas for improvement and develop targeted strategies to enhance overall employee satisfaction and productivity. Furthermore, the study helps in evaluating the effectiveness of existing employee engagement initiatives which helps in understanding of what drives employee motivation and commitment. Moreover, the study analyzes employee recognition which reveals its importance in creating a positive work environment and boosting employee engagement. The main goal of the study is to provide practical recommendations for the organization to improve how they support their employees. To understand this, the study will start by looking at theories and research about what makes employees engaged.

SCOPE OF THE STUDY

The scope of this study encompasses a multifaceted exploration of factors influencing employee engagement, an evaluation of existing engagement initiatives, an analysis of the impact of employee recognition, and the formulation of actionable recommendations for organizational support systems. Through a thorough literature review and empirical data collection methods, this study aims to identify key drivers of engagement, ranging from organizational culture to communication practices. Future research could look into how different types of employee engagement efforts affect various industries, helping tailor strategies to fit specific organizational needs.

RESEARCH METHODOLOGY

Descriptive research design is adapted in this study. Descriptive research design, focusing on accurately describing a population, situation, or phenomenon without delving into the 'why' aspect. In this study, the data are collected through two different sources i.e., Primary data and Secondary data. The primary data collection techniques used in this study is QUESTIONNAIRE METHOD. Secondary data is sourced from journals, magazines, and other publications. The sampling method used in this study is PROBABILITY SAMPLING. Probability sampling ensures every member of a population has an equal chance of selection. The sampling technique used in this study is Simple Random Sampling. Sample Size is determined using the pilot study. The sample size for this study is 161 which is derived from the population(N) of 200. The collected data has been analyzed by the following statistical tools:

- Mann-Whitney U Test
- Kruskal Wallis H Test

DATA ANALYSIS AND INTERPRETATION

MANN-WHITNEY U TEST

H0: There is no significant difference between the mean rank of male and female with respect to Variables.

H1: There is a significant difference between the mean rank of male and female with respect to Variables.

TEST STATISTICS OF U TEST

	Factors impacting employee engagement	Employee Engagement initiatives	Employee recognition	Recommendation to enhance support system
Mann-Whitney U	3067.500	2949.000	3190.500	3205.000
Wilcoxon W	6637.500	5952.000	6193.500	6208.000
Z	-.570	-.973	-.148	-.099
Asymp. Sig. (2-tailed)	.569	.331	.882	.921

Grouping Variable: **GENDER**

INFERENCE:

From the above table we conclude that all variables that are taken into consideration has their significance value (P Value) greater than 0.05, thus the test fail to reject Null hypothesis (H0). Hence there is no significant difference between the men rank of male and female with respect to Variables.

KRUSKAL WALLIS H TEST

H0: There is no significant difference between the mean rank of respondents age with respect to Variables.

H1: There is a significant difference between the mean rank of respondents age with respect to Variables.

TEST STATISTICS OF H TEST

	Factors impacting employee engagement	Employee engagement initiatives	Employee recognition	Recommendation to enhance support system
Chi-Square	10.727	1.560	5.038	6.211
df	3	3	3	3
Asymp.Sig.	.013	.669	.169	.102

- a) Kruskal Wallis Test
- b) Grouping Variable: **AGE**

INFERENCE:

From the above table we conclude that, Factors impacting employee engagement has their significance value (P Value) lesser than 0.05, thus Null hypothesis H0 is rejected. Hence there is a significant difference between the men rank of male and female with respect to Factors impacting employee engagement. Employee engagement initiatives, Employee recognition, Recommendation to enhance support system. has their significance value (P Value) greater than 0.05, thus it fails to reject the Null hypothesis(H0). Hence there is no significant difference between the men rank of male and female with with respect to Employee engagement initiatives, Employee recognition, Recommendation to enhance support system.

FINDINGS

The survey findings reveal several key insights regarding employee demographics, engagement factors, and perceptions of organizational support. A significant portion, 52.2%, of respondents are female, while 38.5% belong to the age group of 20-25, and 59% have 1-5 years of work experience. Furthermore, 50.9% are unmarried, and 49.7% possess an undergraduate degree. Notably, only 32.9% feel valued and appreciated by the organization, while 27.3% emphasize the importance of flexibility in work arrangements for driving engagement. Job satisfaction is highlighted by 41.7% as a crucial factor impacting their engagement, yet 64.6% feel unrecognized for their efforts. Despite 75.8% believing the organization regularly communicates about engagement activities, only 34.2% agree that regular recognition boosts engagement. Additionally, 32.3% agree that the organization needs to enhance its support for employee well-being, with 26.7% stressing the importance of better mental health support. Ultimately, the findings suggest a call for organizations to improve communication channels, increase recognition efforts, and prioritize employee well-being, including mental health support, with 36.1% endorsing flexible work options as a top recommendation for organizational support.

SUGGESTIONS

Based on the findings, it's evident that the organization has several opportunities to enhance employee engagement through targeted development and improvement initiatives. Suggestions include tailoring mentorship programs and social events to younger employees with 1-5 years of experience and investing in learning opportunities like online courses for those with undergraduate qualifications. Additionally, organizing events catering to the interests of the 20-25 age group and expanding flexible work arrangements can further foster a sense of belonging and meet employees' needs for flexibility. Improving the work environment by addressing factors contributing to job satisfaction, implementing peer recognition programs, and encouraging employee feedback are also crucial. Furthermore, implementing structured employee recognition programs, promoting work-life balance, and prioritizing mental health support are essential steps towards creating a supportive and engaging workplace culture.

CONCLUSION

In Conclusion, the study highlights various strategies to enhance organizational support and its impact on employee engagement. By focusing on initiatives tailored to different demographics, investing in learning opportunities, and promoting a supportive work environment, organizations can effectively boost employee engagement. Implementing regular feedback mechanisms, peer recognition programs, and structured recognition initiatives further contribute to fostering a culture of appreciation and recognition within the workplace. Additionally, prioritizing mental health support and promoting work-life balance demonstrate a commitment to employee well-being, ultimately leading to higher satisfaction and engagement levels. Overall, by continuously assessing and adapting organizational practices to meet evolving employee needs, organizations can cultivate a positive work environment conducive to employee engagement and long-term success. Moreover, exploring innovative technologies and flexible work arrangements can further enhance employee engagement and satisfaction. Embracing remote work capabilities and digital collaboration tools enables organizations to adapt to changing work dynamics and promote a healthy work-life balance. By prioritizing these initiatives, organizations can create a thriving workplace culture that drives sustained employee engagement and organizational success.

REFERENCES

- Desi Setya Ngaeni, Iwan (2024), “The Effects of Psychological Contracts and Organizational Support on Organizational Commitment Behavior on Millennial Generation Employees”, Volume 10, Jan 2024-Issue 1.
- Elif Sanlioz, Murat Sagbaz, Lutfi Surusu (2023), “The Mediating Role of Perceived Organizational Support in the Impact of Work Engagement on Job Performance”, Volume 101, Mar 2023-Issue 4.
- I Gusti Ngurah Bagus Arya Gemilang, I Gede Riana (2021), “The Effect of Perceived Organizational Support on Employee Engagement and Employee Performance” Volume 5, Nov 2021- Issue 3.
- Int. J. Environ (2021), “How Toxic Workplace Environment Effects the Employee Engagement: The Mediating Role of Organizational Support and Employee Wellbeing” Volume 18, Feb 2021 – Issue 18.

- J Naujokaitiene, M Tereseviciene (2015), “Organizational Support for Employee Engagement in Technology-Enhanced Learning” Volume 07, Oct 2015 – Issue 7.
- Nugraha, Desta and Kharismasyah, Alfato Yusnar (2024), “Perceived Organizational Support as Mediation of Work Engagement and Self-efficacy on Employee Performance” Volume 24, Jan 2024 – Issue 2.
- OWUSU, Acheampong Evans; ESTHER, Glover; EBENEZER, Takyi-Wadieh; KYEI, Ampofo Anane (2023), “Effect of Fringe Benefits and Remuneration on Employee Engagement: The Moderating Role of Perceived Organisational Support” Volume 26, Oct 2023 – Issue 2.
- Priyanka Sihag (2021), “The Impact of Perceived Organizational Support on Employee Engagement: A Study of Indian IT Industry” Volume 12, April 2021 – Issue 2.
- P Srivalli, KNM Kanta (2016), “Organisational Support and Employee Engagement” Volume 13, June 2016 – Issue 2.
- Z Jia-Jun, S Hua-Ming (2022), “The Impact of Career Growth on Knowledge-Based Employee Engagement: The Mediating Role of Affective Commitment and the Moderating Role of Perceived Organizational Support” Volume 13, March 2022 – Issue 01.
- Employee Engagement, Sandeep Kular, Mark Gatenby, Chris Rees, Emma Soane, Katie Truss, Kingston University, October 2008.
- Perceived organizational support, Florence Stinglhamber, Publisher APA Books, January 2011.
- Employee engagement initiatives in Indian companies, Dr. Sujay Kadhilkar, Lulu.com, Apr 2017.
- Research Methodology & Techniques, C.R. Kothari, Wishwa Prakshan, New Delhi, 2002.
- Statistics for Management, Dr.P.N.Arora, S.Arora, Published by S.Chand and Company Ltd, New Delhi, 2020.