



A STUDY ON ANALYZING THE FACTORS INFLUENCING SENSE OF EMPLOYEE BELONGINGNESS IN SELECT PRIVATE AND PUBLIC SECTOR ORGANIZATIONS

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

INTRODUCTION :

Among the 8 'M's, i.e., Men, Materials, Machines, Methods, Matter (information), Money, Market and Minute that go into a business activity, Men or Human Resources are more powerful one as they can contribute more than their 100 percent potential and can make other physical inputs also to yield 100 percent. At the same time, they are equally powerful to contribute less than their 100 percent potential and also can make the other physical inputs to yield less than their potential. To get the maximum yield from the available physical resources, we have to manage the human resources in the best way possible to make them willing to give more than their potential.

Therefore, the objective of Human Resources Management in any organization, should be to minimize the labor turnover or change in the labor force by making every employee to think twice or thrice before leaving his employing organization. Everybody will not work for only money and people leave their organizations due to many non-monetary reasons, causing attrition or labor turnover. This will cost the organizations a lot, i.e., the present employer will be enjoying the benefits of the training provided by the previous employers, as every organization takes some time and gives some training to make its employees something. Therefore, the efficiency of Human Resources Management in any organization can be seen in the way the labor turnover or change in the labor force is minimized by creating a Sense of Employee Belongingness in the hearts of its employees. This could reduce a lot of costs of recruitment, training & development, supervision, replacement, etc.,. How an Employee Sense

of belongingness can be created and maintained in an organization, is the “Essence” of Human Resources Management. 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”. An organization could be a business organization, a government organization, a private organization, an educational institution, an association of people, etc., When the sense of belongingness is created by an organization in the hearts of its employees by taking care of them, the employees in turn take care of the organization in a better way without being asked.

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

According to **Schmidt, F.L., & Rader, R. (1999)**, employees believe in their contribution to the organization. Perhaps the most important basic element of this contribution is person-- environment fit. Do the individual employees have an opportunity to do what they do best in their current roles? The utility of selection of the right people for particular jobs have documented by various studies. What the employee is asked to do is something he or she naturally enjoys is the important thing. The understanding of how each person prefers to be recognized, to make it objective and real by basing it on performance, and to do it repeatedly is an important element of recognition .relationships and developmental opportunities heavily influence the feelings of contribution.

According to **Cockshaw , W.D& Shochet ,I (2010)** workplace belongingness can be defined as the extent to which a person feels included, supported and at one with their psychosocial workplace environment. Their study indicates workplace belongingness is related to emotional wellbeing (depression, anxiety, stress). It could be observed that depressive symptoms can influence the level of belongingness an individual experiences, but on the whole the suggestion stands that the workplace, as a social environment, plays a significant part in the subjective wellbeing of employees. A relation between work engagement and belonging can also be argued. It was also proposed that organizational identification (tendency to conform to norms and integrating organizational values with subjective self concept) is connected with satisfaction of job and influences turnover intention. Thus they suggest fostering identification and belonging in an organization could have constructive effects on satisfaction of job and decrease turnover intentions.

Medina, E. (2012) in her study on “Job Satisfaction and Employee Turnover Intention: What does Organizational Culture Have to Do with It?” revealed that job was contrary related with employee contentment and culture lead to moderation of this relation. The results derived on the source of hypothesis revealed that employee contentment had a major impact on employee holding and the

regression analysis indicated that as level of employee contentment increases the higher the chance of holding key talents and work environment, education, and pay had an major influence on employee contentment. All these aspects should be given due importance by employee when framing policies for employee retention.

Riggio, R.E (2013) had cited that Social cohesion and friendship was identified by Maslow (1967, 1970, as cited by) as a third level motivational force in his five stage theory of hierarchy of needs. Belonging is a part of social cohesion, as it pertains to the degree to which an employee feels incorporated into their psychosocial workplace environment and their work group. Concepts of group functioning and group dynamics become significant in this respect. However, it is not the objective of the study to determine how a group functions, but rather to what extent individuals perceive themselves as belonging in their workplace environment is related to their job satisfaction.

Ruchi, J. and Kaur, S. (2014) in their study titled “Effect of Job Satisfaction on Retention of Employees in Banking Sector- A Case Study of ICICI Bank in Jaipur City”, stated that holding on to employee indicated the policies and procedures used by organization to hold on to key talents who are departing from the organization and it is also a severe issue which any organization wants to deal with because in this competitive era any organization invests a lot in procuring, developing talent by training so that they become an asset for them. Therefore the reason for doing this research is to examine interrelationship between employee contentment and holding employee.

RESEARCH OBJECTIVES

1. To study the factors influencing A Sense of Employee Belongingness in the select Private organizations
2. To study the factors influencing A Sense of Employee Belongingness in the select Public organizations

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. 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.

In this study, overall reliability coefficient for the employee Belongingness scale was 0.972. The subscale reliability coefficient Cronbach (α) for Employee belongingness ($\alpha = 0.910$), Organizational support ($\alpha = 0.931$), Nature of job ($\alpha = 0.877$), Work motivation ($\alpha = 0.943$), Compensation & Benefits ($\alpha = 0.913$), Manager Support ($\alpha = 0.958$), Learning and development ($\alpha = 0.864$), Intention to quit ($\alpha = 0.940$), were significant (see Table - 4.3). Therefore, all the criteria for reliability were met. The reliability statistics for employee belongingness scale is presented in table-1

T-1 Statement showing Reliability Statistics

Cronbach's Alpha	N of Items
.972	68

T-2 Statement showing the Scale Statistics

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

T-3 Statement showing Reliability Estimates of Employee Belongingness Factors

S.NO	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

For development of Employee Belongingness scale, seven factors were identified from the literature review .These factors namely, Organizational support, Nature of job, Work motivation , Compensation & Benefits , Manager Support , Learning and development and Intention to quit were used to measure the employee Belongingness construct. The result of KMO was 0.896, which was higher than the standardized value 0.50. The Bartlett's test was significant (chi-square=1140.451, df=45). This test indicated that sample size is adequate and normality exists in the data was appropriate for factor analysis. The KMO and Bartlett's test is presented in table .T-4 ,T-5.

T-4 Employee Belongingness and Factors in select Private organizations Statement showing KMO and Bartlett's Test

SNO	Dimension	Kaiser-Meyer Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity Approx. Chi-Square	d.f	Sig
1.	Employee belongingness	.896	1140.451	45	.000
2.	Organizational support	.864	2184.938	91	.000
3.	Nature of job	.841	784.488	28	.000
4.	Work motivation	.880	1381.491	45	.000
5.	Compensation & Benefits	.893	1643.134	45	.000
6.	Manager Support	.863	1670.950	28	.000
7.	Learning and development	.759	407.988	10	.000
8.	Intention to quit	.760	428.609	3	.000

df - Degrees of Freedom, Sig - Significance

T-5 Employee Belongingness and Factors in select Public organizations Statement showing KMO and Bartlett's Test

SNO	Dimension	Kaiser-Meyer Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity Approx. Chi-Square	d.f	Sig
1.	Employee belongingness	.866	1094.601	45	.000
2.	Organizational support	.874	1604.083	91	.000
3.	Nature of job	.760	662.767	28	.000
4.	Work motivation	.939	1867.473	45	.000
5.	Compensation & Benefits	.756	1087.216	45	.000
6.	Manager Support	.926	1785.507	28	.000
7.	Learning and development	.845	579.347	10	.000
8.	Intention to quit	.726	618.624	3	.000

df - Degrees of Freedom, Sig - Significance

Factor Analysis of Sense of Employee Belongingness in select Private Organizations

T-6 Statement showing Factors for Sense of Employee Belongingness in select Private Organizations

Factor Name	Eigen Values	% variance	Variable Convergence	Loading
Empower to work	5.838	38.90	1. I know what is expected of me at work.	.806
			2. I have the materials to do my work right.	.880
			3. At work, I have the opportunity to do what I do best every best every day	.703
			5. In last 7 days, I received recognition or praise for doing good work.	.661
			6. At work, my opinions seem to count	.741
			10. In last year, I had opportunities at work to learn and grow	.708
Camaraderie at work.	1.022	29.748	4. My supervisor, or someone at work, seems to care about me as a person.	.708
			7. My company makes me feel my job is important	.800
			8. Associates are committed to do quality work	.731
			9. I have a best friend at work	.633

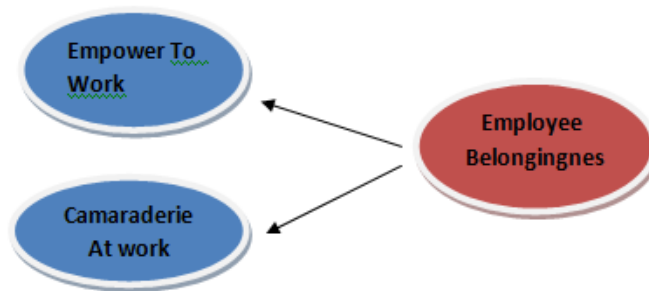
Factor analysis was conducted to obtain Eigen values for each item in the data. Two items had Eigen values higher than Kaiser's criterion of 1 and, in combination, explained 68.65 percent of the variance (see Table-6). It shows factor loadings after varimax rotation, Eigen values, and the percentage of variance accounted for the two factors. The items that clustered on the same variables

suggested that factor 1 named as Empower to work, factor 2 is named as Camaraderie at work. Accordingly, the extracted components were labeled and used for further analysis.

Empower to work : Empower to work is giving employees a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks.

Camaraderie at work : Camaraderie is a feeling of trust and friendship among a group of people who have usually known each other for a long time or gone through some kind of experience together at work place.

Factor Analysis reveal that the employee belongingness in the select private organizations is splitted into two factors, namely, Empower to work and Camaraderie at work, with respective Eigen values 5.838 and 1.022 and their respective percentage variances are nearly 39% for Empower to work and nearly 30 percent for Camaraderie at work. This indicates the employee belongingness might be influenced by empower to work than Camaraderie at work. When the loadings of items observed that when an employee is having materials to do his/her job right, might feel empowered to work lead to employee belongingness.



Factors of Employee Belongingness in select private Organizations

Factor Analysis of Sense of Employee Belongingness in select Public Sector Organizations

Table - 7

Statement showing Factors for Employee Belongingness in select Public Organizations

Factor Name	Eigen Values	% variance	Variable Convergence	Loading
Employee Belongingness	5.527	55.274	1. I know what is expected of me at work.	.566
			2. I have the materials to do my work right.	.734
			3. At work, I have the opportunity to do what I do the best every day	.824
			4. My supervisor, or someone at work, seems to care about me as a person.	.748
			5. In last 7 days, I received recognition or praise for doing good work.	.725
			6. At work, my opinions seem to count	.738
			7. My company makes me feel my job is important	.813
			8. Associates are committed to do quality work	.774
			9. I have a best friend at work	.689
			10. In last year, I had opportunities at work to learn and grow	.790

The Eigen values, percentage of variance, and loadings of the variables identified for the study (see Table - 7). Based on the data the analysis produced 1 factor or component out of 10 components or initial factors in the sense of Employee Belongingness in the overall sample. Out of which the

component which plays a major role shall be included in the study. It is inferred that sum of the squares of the factor loading and then adds them together to give what is called Eigen value. As a thumb rule, if Eigen value is greater than 1 that factor can be used, if it is less than 1 this grouping of items does not correspond to meaningful construct. In this case, only one Eigen value has more than one, this means we can use this factor as construct. The other factors are ignored. Looking at the component1, the total Eigen value is 5.527 and accounts for 55.27 % of variance of the items.

It is observed that among all the items "At work, I have the opportunity to do what I do the best every day" might play a vital role in creating a sense of Employee Belongingness in select Public sector organizations.

FINDINGS

From the above it was found that Employee Belongingness in select private Organizations is broken into two factors . First factor represented Empower to work, and the second factor is Camaraderie at work . It was also observed that sense of employee belongingness might be influenced by the factor Empower to work than the factor Camaraderie at work and when an employee is having materials to do his/her job right, might feel empowered to work lead to sense of employee belongingness.

It was also found from Factor Analysis that among all the items "At work, I have the opportunity to do what I do the best every day" might play a vital role in creating a sense of Employee Belongingness in select Public sector organizations.

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 .

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