

## Employee Engagement among Security Guards in the Private Sector: An Empirical Study

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### Abstract

Employee engagement is the emotional involvement of employees in their work. It is based on physical, cognitive, and emotional well-being, with physical engagement being the amount of effort employees make in carrying out their responsibilities, and emotional engagement being the emotional connection they have with their employer. To foster a positive relationship, organisations must make employees feel like they fit there and inspire them to believe in the goals and values of the business. Employee engagement is important for organizations because it improves the work environment, reduces staff turnover, boosts productivity, fosters better working relationships with clients, and has a positive influence on the bottom line. This paper examines the levels of employee engagement among security guards employed in private security agencies, using primary data collected from security guards working in different types of organizations. The results show that highly engaged employees feel good about their contributions and effect, which boosts their morale and improves productivity. The study considered demographic factors such as age, gender, and marital status, as well as other variables such as salary satisfaction, promotion potential, successful appreciation, job enjoyment, superior relation, initiatives, uniform value, adequate tools, suggestions, permissions, colleague interactions, employee interactions, and insurance premiums. Data collection was carried out using a google form, and the names of the security guards were protected under strict confidentiality. A questionnaire was created, and responses were collected by personally approaching the security guards from various organisations. Analysis was conducted using the SPSS tool to analyse the data.

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### Introduction

The term "employee engagement" refers to employees' emotional involvement in their work, i.e., the passion for the work and the desire to perform it well. Dr. William Kahn was the one who initially first suggested employee engagement in 1990. He argued that physical, cognitive, and emotional degrees of involvement in one's work all occur simultaneously. Chief revenue officer and general manager of Scout Exchange, an AI-powered marketplace for recruiting, Jim McCoy, revealed some of the personality qualities that motivated employees display. As he puts it, "Highly engaged workers are often high-energy individuals who have close relationships with their co-workers, especially their immediate boss or supervisor. Their dedication to their

company is evident. In addition to welcoming change and difficult problem-solving, they are eager to take on new tasks. Additionally, they frequently look for new ways to expand their skill sets and have a natural curiosity that leads to ongoing learning. They serve as the organization's ambassadors, constantly seeking out new ways to advance the mission of the organisation.

Physical, cognitive, and emotional well-being are the three fundamental pillars of employee engagement. Physical engagement is the amount of effort employees make in carrying out their responsibilities, both physically and mentally. Employees who are involved at this level are aware of the goals and strategies of their employer and the level of performance required to make the greatest possible

contribution to those goals. Emotional engagement is based on the emotional connection workers have with their employer. To foster a positive relationship, an organisation must figure out how to make employees feel like they fit there, inspiring them to believe in the goals and values of the business.

Employee engagement is of interest to the people because motivated employees are more willing to give their best for the success of the organization. Employees feel connected to the organisation when they are actively engaged in work. They put forth more effort because they think the work, they're doing is significant. Both the team and the individual employees benefit from higher employee engagement. This is because of motivated employees producing higher-quality work. Additionally, a team naturally performs at its peak when composed of motivated people. When team members are working for the same goals, they are more motivated to do so and feel more involved. For motivated people, managing some professional stress is often much easier and can even be motivating. Actively engaged employees are more likely to be self-aware and able to recognise that they are in a state of burnout. Additionally, they are more likely to seek assistance from their peers and bosses when they require it.

All firms need strong employee engagement initiatives because it improves the work environment, reduces staff turnover, boosts productivity, fosters better working relationships with clients, and have a positive influence on the bottom line. By focusing on employee engagement, the organizations can sustain longer, enhance employee retention, and reduces turnover expenses. Disengaged and uninterested workers may quit their jobs unexpectedly and frequently. Furthermore, even if your employees aren't actively looking for work elsewhere, they might nonetheless accept a better offer. If they care about their work, the other employees, and the company, they will be more invested and determined to stay. Employee interest and passion must be met for the task to keep the employee engaged. Employees that are highly engaged feel good about their contributions and effect. They are linked to their job, their organization and performance. The general happiness that results from this boosts their morale and improves productivity.

## Literature Review

Sorenson (2013)<sup>[1]</sup> studied about how employee engagement encourages growth. Prior to taking significant measures to boost engagement they must assess the levels of employee engagement. However, these initiatives won't matter and won't meaningfully affect business outcomes or the bottom line if they don't assess the right things in the right ways. The purpose of employee engagement assessments is to identify the factors that are crucial to both employee satisfaction and corporate performance. Rigid science supporting it links it to nine crucial performance outcomes. Key indications for assessing a company's health and potential for growth include metrics like EPS, profitability, productivity, and customer ratings.

Robertson and Cooper (2010)<sup>[2]</sup> informed us about the connection between employees' psychological health and workplace engagement. The concept of complete engagement, which combines employee engagement with psychological wellness, can be a valuable technique for boosting organisational effectiveness. Research has linked both factors to successful organizational -level outcomes, therefore it is theoretically plausible that their combined influence is greater than the sum of their individual effects. Although the

measuring of subjective well-being at work is still in its relatively early stages of development, it has become slightly clearer and more uniform. It would also be beneficial and will assist in laying the groundwork for conceptual and practical advancement to conduct empirical research on the statistical relationships between the items and scales created to measure both engagement and well-being at work.

Mehta and Mehta (2013)<sup>[3]</sup> provided a clear understanding of how highly committed and motivated employees contributed more towards corporate productivity, upheld higher levels of dedication, and increased customer happiness. Any business can benefit greatly from maintaining high employee morale since motivated workers are more productive and devoted to their employers. Higher levels of employee involvement lead to more successful and productive workplaces than lower levels of engagement do. The long-term process of employee engagement is linked to the core principles of the business, including its values, culture, and managerial ethos. In order to demonstrate the behaviours that organisations are looking for, employees must develop those behaviours in the workplace. A company must promote the factors that have a positive effect on engagement with every business move they do.

Chanana and Sangeetha (2021)<sup>[4]</sup> analysed how employee engagement practices were carried out during the lockdown. Human resource managers are always coming up with innovative, creative, and effective strategies to engage the employees during these difficult times. Employee engagement is a way of thinking about the workplace that motivates all employees to continuously give their best efforts in support of the mission and fundamental principles of the organisation. Organizations never lose sight of the fact that productive employees boost workplace productivity which raises customer satisfaction and results in increased sales and profits for the company. Employee participation has become essential in the present pandemic crisis as a result of COVID-19. It would be inconceivable to fathom taking the helm without the support of your crew during the lockdown.

Saks and Gruman (2014)<sup>[5]</sup> over the past ten years, employee engagement research has exploded. However, it appears that the study of employee engagement has gotten out of hand. There is a flurry of research effort but not enough focus on the important factors: theory, measurement, and meaning. Because of this, we are unable to determine what influences employee engagement or how it affects individual and organisational outcomes. Employee involvement is a topic that is still being researched and is still a relatively new idea. We believe that the absence of unanimity on its definition, a real and agreeable measurement, and a well-developed theory has had an impact on the current situation.

McBain (2007)<sup>[6]</sup> According to this research, involvement is too frequently perceived as a goal unto itself rather than as a way to improve performance at the individual, team, and organisational levels. Initiatives to increase employee engagement should give managers the tools they need to talk to their staff and, more crucially, to look at employee engagement on a personal level. Over-engagement may cause issues with work-life balance, such as stress from going above and beyond or a reluctance to let go when the company becomes a significant source of identity. Organizations must understand that various employee groups may have various demands and expectations in order to effectively manage employee engagement and commitment. Without such testing, it could be challenging to maintain the idea that the idea of engagement represents a genuinely novel advancement in our knowledge of both individual and organisational performance.

Chandani *et al.* (2016) [7] this research report examined how managers could alter tasks and policies based on the information provided. Anyone looking to increase organisation performance by better understanding employee engagement would find this article to be helpful. Whatever the sort of business, any organisation may build a solid employee engagement policy using the study's findings. According to University of Michigan studies, employee engagement increases innovative work-related behaviour and decreases turnover. Organizations can improve staff decision-making and increase employee commitment and engagement by promoting opportunity thinking. Employee ideas should be prioritised, and opportunities should be offered for them to be heard. Senior leaders' transparency will also improve the organisation culture more open and engaging.

Welch (2011) [8] the conceptual framework put forth in this paper serves as a springboard for more investigation and helps close the knowledge gap on the function of senior leadership in fostering employee engagement. The model only considers one significant aspect of internal business communication and adopts an organisational level perspective. Internal communication evaluation tools and audit questionnaires may take the communication demands of employees with varying levels of participation into account. A highly emotionally invested employee, for instance, would have a larger need for knowledge to support their continuous sense of belonging to the company. Employees with high cognitive engagement may also value having access to in-depth information to help them comprehend organisational goals and contribute to them.

### Objectives

1. To evaluate the levels of employee engagement among the security guards employed in private security agencies.
2. To analyse the factors contributing towards employee engagement among security guards employed in private security agencies.

### Methodology

This paper is based on primary data collected from security guards working in different types of organizations. A simple random sampling technique is used. The sample number is 35, which constitutes a large sample ( $n > 30$ ). We considered demographic factors such as age, gender, and marital status, as well as other variables such as salary satisfaction, promotion potential, successful appreciation, job enjoyment, superior relation, initiatives, uniform value, adequate tools, suggestions, permissions, colleague interactions, employee interactions, and insurance premiums. We collected the data by using google form. We had both open ended and close ended questions in our forms. Were some people can't able to understand our questions we explained them and got their responses. Data collection was carried out, and the names of the security guards were protected under strict confidentiality. The government sector security guards did not provide any information under any circumstances. A questionnaire was created, keeping in mind all the factors that lead to employee engagement using Likert scale. The responses were collected by personally approaching the security guards from various organisations after properly explaining the purpose of our study. The Analysis part done using the SPSS tool to analyse the data. Both qualitative and quantitative data analysis was conducted.

### Analysis and Interpretation

**Table 1:** Reliability of the questionnaire according to the study.

Reliability Statistics	
Cronbach's Alpha	N of Items
.895	14

The reliability test result value obtained was .895 which is well above the required value of .60. This is a clear indication that the questionnaire is strong.

**Table 2:** Dependency of age on job satisfaction.

Age				
Valid	Frequency	Percent	Valid Percent	Cumulative Percent
18-22	3	8.3%	8.6%	8.6%
23-27	3	8.3%	8.6%	17.1%
28-32	3	8.3%	8.6%	25.7%
33-37	17	19.4%	20.0%	45.7%
Above 37	19	52.8%	54.3%	100.0%
Missing	1	2.8%		
Total	36	100.0%		

In the table no.2 we can clearly see that the employees who are in the age group of more than 37(which is 52.8%) are very much committed towards their job when compared to the other age group members.

**Table 3:** Dependency of gender on job satisfaction.

Gender				
Valid	Frequency	Percent	Valid Percent	Cumulative percent
Male	29	80.6%	82.9%	82.9%
Female	6	16.7%	17.1%	100.0%
Missing	6	2.8%		
total	36	100.0%		

In the table no.3 it is clear that this is a male dominant sector. The percentage of males in this sector is more than 80% which makes it a favourable workplace for men.

**Table 4:** Dependency of marital status on job satisfaction.

Maritalstatus				
Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Single	17	47.2%	48.6%	48.6%
Married	9	25.0%	25.7%	74.3%
Widow	9	25.0%	25.7%	100.0%
Missing	1	2.8%		
Total	36	100.0%		

From the table no.4 it is clear that the percentage of married men/women in this sector is not at all promising. Therefore it becomes a healthy workplace for unmarried people in this sector to emerge.

**Table 5:** Dependency of promotion possibility on job satisfaction.

Promotionpossibility				
Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	25.0%	25.7%	25.7%
Disagree	3	8.3%	8.6%	34.3%
Neutral	9	25.0%	25.7%	60.0%
Agree	7	19.4%	20.0%	80.0%
Strongly Agree	7	19.4%	20.0%	100.0%
Missing	1	2.8%		
Total	36	100.0%		

From the table no.5 we can conclude that the possibility of promotion in this sector is not at all promising, so many try avoiding the work given to them.

**Table 6:** Dependency of successful appreciation on job satisfaction.

Succesfulappreciation				
Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	7	19.4%	20.0%	20.0%
Disagree	1	2.8%	2.9%	22.9%
Neutral	9	25.0%	25.7%	48.6%
Agree	6	16.7%	17.1%	65.7%
Strongly Agree	12	33.3%	34.3%	100.0%
Missing .	1	2.8%		
Total	36	100.0%		

From the table no.6 it is clear that even though meaningful work is not given to them the people doing right by it are

appreciated with a promising percentage of 50 which denotes that half of the percentage of the sample agreeing to it.

**Table 7:** Dependency of job enjoyment on job satisfaction.

Jobenjoyment				
Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	5.6%	5.7%	5.7%
Agree	2	5.6%	5.7%	11.4%
Neutral	14	38.9%	40.0%	51.4%
Agree	4	11.1%	11.4%	62.9%
Strongly Agree	13	36.1%	37.1%	100.0%
Missing	1	2.8%		
Total	36	100.0%		

From the table no.7 we can come to a conclusion that the maximum number in the sample agree doing their job. And by

questionnaire we came to the conclusion that as they grow older in their age their commitment towards their job increases.

**Table 8:** Dependency of superior relations on job satisfaction.

Superiorrelations				
Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	11.1%	11.4%	11.4%
Disagree	1	2.8%	2.9%	14.3%
Neutral	5	13.9%	14.3%	28.6%
Agree	9	25.0%	25.7%	54.3%
Strongly Agree	16	44.4%	45.7%	100.0%
Missing .	1	2.8%		
Total	36	100.0%		

From the table no.8 it is clear that the employee relations with their superior is good with a surprising percentage of 69.4%.

**Table 9:** Dependency of initiatives on job satisfaction.

Initiatives				
Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	16.7%	17.1%	17.1%
Disagree	7	19.4%	20.0%	37.1%
Neutral	9	25.0%	25.7%	62.9%
Agree	6	16.7%	17.1%	80.0%
Strongly Agree	7	19.4%	20.0%	100.0%
Missing	1	2.8%		
Total	36	100.0%		

From the table no.9 it is clear that the necessary initiative are neutral in this kind of job.

**Table 10:** Dependency of uniform value on job satisfaction.

Uniformvalue				
Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	3	8.3%	8.6%	8.6%
Disagree	4	11.1%	11.4%	20.0%
Neutral	9	25.0%	25.7%	45.7%
Agree	7	19.4%	20.0%	65.7%
Strongly Agree	12	33.3%	34.3%	100.0%
Missing	1	2.8%		
Total	36	100.0%		

From the table no.10 we can see that their uniform is more valuable to them more than we could imagine

**Table 11:** Dependency of tools and equipment on job satisfaction.

Toolsandequipment				
Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	11	30.6%	31.4%	31.4%
Disagree	2	5.6%	5.7%	37.1%
Neutral	6	16.7%	17.1%	54.3%
Agree	4	11.1%	11.4%	65.7%
Strongly Agree	12	33.3%	34.3%	100.0%
Missing	1	2.8%		
Total	36	100.0%		

Table no.11 clearly states that the necessary tools and equipments for their job is provided by the type of organizations they work in.

**Table 12:** Dependency of suggestions on job satisfaction.

Suggestions				
Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	25.0%	25.7%	25.7%
Disagree	4	11.1%	11.4%	37.1%
Neutral	6	16.7%	17.1%	54.3%
Agree	3	8.3%	8.6%	62.9%
Strongly Agree	13	36.1%	37.1%	100.0%
Missing	1	2.8%		
Total	36	100.0%		

Table no.12 clearly shows that the suggestion of the employees are not much considered in the benefit of the organization.

**Table 13:** Dependency of permissions on job satisfaction.

Permissions				
Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	11.1%	11.4%	11.4%
Disagree	2	5.6%	5.7%	17.1%
Neutral	6	16.7%	17.1%	34.3%
Agree	5	13.9%	14.3%	48.6%
Strongly Agree	18	50.0%	51.4%	100.0%
Missing .	1	2.8%		
Total	36	100.0%		

Table no.13 shows us that whenever in need of emergency permission will be given in their workplaces.

**Table 14:** Dependency of colleague relationship on job satisfaction.

Colleagues				
Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	3	8.3%	8.6%	8.6%
Disagree	1	2.8%	2.9%	11.4%
Neutral	7	19.4%	20.0%	31.4%
Agree	7	19.4%	20.0%	51.4%
Strongly Agree	17	47.2%	48.6%	100.0%
Missing	1	2.8%		
Total	36	100.0%		

Table no.14 explains how well the employee maintain their relations with their colleagues.

**Table 15:** Dependency of employee relations on job satisfaction.

Employee				
Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	3	8.3%	8.6%	8.6%
Disagree	1	2.8%	2.9%	11.4%
Neutral	8	22.2%	22.9%	34.3%
Agree	9	25.0%	25.7%	60.0%
Strongly Agree	14	38.9%	40.0%	100.0%
Missing .	1	2.8%		
Total	36	100.0%		

Table no.15 explains the relation with the other employees in their workplace.

**Table 16:** Contribution of all the factors towards employee engagement.

Initial Eigenvalues			
S. No.	Total	%of Variance	Cumulative%
1	6.50	50.0%	50.0%
2	1.70	13.1%	63.1%
3	1.22	9.4%	72.4%
4	1.02	7.8%	80.3%
5	.68	5.2%	85.5%
6	.60	4.6%	90.2%
7	.35	2.7%	92.9%
8	.31	2.4%	95.2%
9	.26	2.0%	97.2%
10	.16	1.2%	98.5%
11	.11	.9%	99.3%
12	.06	.5%	99.8%
13	.02	.2%	100.0%

The above table clearly shows us that the salary satisfaction of the employees contributes to their engagement when compared to all the other factors combined. The employee-employee relations, colleague relations and insurance premiums does not play a significant role in this type of sector.

### Findings & Conclusion

It is obvious that the type of organization that the security guards works for has an impact on their engagement levels. Their ability to perform their duties effectively also relies on the type of the organisation. Their recommendations are not used to enhance the organisation. With more time spent performing their duties, they execute their jobs better. No matter how diligently they work, they are not appreciated for their work. Employees working with the private security agencies are not satisfied with their salaries. The security guards are not provided meaningful work as part of their duties. For these types of workers, it is imperative that their efforts are recognised. Even though men predominate in this industry, female workers tend to be more involved or engaged than their male counterparts. The salary satisfaction of female workers is also higher than that of male employees.

Job satisfaction was regarded as an independent variable in the regression analysis we conducted using the SPSS software based on the questionnaire we developed and the data we gathered, and all other factors were regarded as dependent variables. Following that, each demographic as well as additional elements affecting employee involvement were independently analysed using PSPP software. In this heavily male-dominated industry, female workers are significantly more engaged and satisfied with their pay than male employees. They become more engaged in their work as they spend more time inside the company, where they learn about the advantages and disadvantages. Women who work as security guards after losing their husbands who had served as guards at that particular security agency are much more engaged at work. In light of our research, we'd like to draw the conclusion that employee engagement among security guards working in the private sector is most strongly influenced by salary satisfaction.

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