

EXECUTIVE SUMMARY

This report provides the key analysis, findings and recommendations of employee engagement (EE) survey carried in 2017 by the Postgraduate Institute of Management, University of Sri Jayewardenepura for Polymer sector organisations in Sri Lanka to produce border level of industry analysis on “Employee Engagement” in the sector. This selected business sector is facing numerous employment related obstacles when they are dealing with the complexities of the 21st century work styles.

Employee engagement has produced great deal of care within academic researchers, human resource professionals and business owners across the globe. Organizations basically consider human resources as core assets. The concept of employee engagement is measured as sensitivity base concept which is a very important technique that is ordinarily used in the corporate world. The concept of employee engagement was primarily used by the Gallup Consulting Firm which was spread out to academia at the latter stage.

Report draws attention to why employee engagement should be at high level while managing employee retention has now become focal point for polymer companies to retain the business in contemporary competitive business world since survival of polymer sector companies with the stiff competition of competitive business arena is highly important as they are in the export market. In Sri Lankan business context, the Polymer sector is a significantly large sector in export sector of local economy which has to keep policy level as well as operational level eyes opening towards sector performance. It has been acknowledged that the recognition of particular level of employee engagement in Polymer as vibrant in Sri Lanka as the sector significantly contributed to the national economy.

A six member team of researchers undertook to measure employee engagement in three sectors covering Polymer, FMCG and Insurance and Finance industries. The total population covered under the survey was 18,349 out of which 12,819 samples were collected with the rejected samples of 630 having average response rate of 70%. The six member team was split

into three teams comprising two members each. The team number NO.3 who covered the polymer sector reached to population of 5,100 and collected 4,373 with the response rate of 85.7%. At the data analyzing stage, the broad data analysis approaches were used to draw the central conclusions of the survey. The primary data collection through questionnaires were principally recorded in Microsoft Excel with the distinct coding which was suitable in Statistic Programme for Social Sciences (SPSS) version 20 to conduct descriptive statistical analysis. Further, the basic results analysis was performed using MS Excel 2013 version to facilitate more graphical analysis in Polymer sector.

This linkage between business performance and EE drivers were examined using five main key engagement drivers found out through the research of 2016 survey study mainly job meaningfulness, employee confidence, identification with organization, identification of leader and the leader member relationship moderated by few moderating factors. The meaningful data analysis and presentation were performed as frequencies, percentages, different tables and charts using the data to present a detailed analysis.

According to the findings of five main drivers, job meaningfulness has the overall rating of 4.05 indicating the job understanding which drives towards positive performance. But, Polymer sector management attention is required to “Leader Member Relationship” factor which scores at 3.58 as the employer and employee connectivity gap indication is recognized. Apart from the high level of findings, the results of executive employees displayed the more engagement than non-executive employee and the engagement has been gradually increased over the job maturity. This report recommends improving soft skills of both executive and non-executive employees so that they can understand each other as human beings and reduce the gaps and build a trust between two groups. Finally the report recommends leaders to appreciate their subordinates’ jobs and keep on attention to their weaknesses and help them grow and glow within their domain of expertise.