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To study on employee engagement and their impact on employee performance

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Abstract

Employee Engagement refers the level of commitment and involvement of the employees towards their organization and its values. The aim of this study is to study the impact of employee engagement on employee performance and also to study the factors affecting employee engagement. The factors are pay and benefits, Health and safety, Performance appraisal, performance of the company, communication, training, leadership, grievance procedure, career development and other benefits. The research design of the study is causal and descriptive in nature. The data are collected through structured questionnaire and the sample size is 100 employees. For the analysis of the data descriptive statistic, Kolmogorav-simironov test and cross tabulation. The result of the study discovered that employees are satisfied with overall performance of the company. All the factors of Employee engagement are affecting the employee performance in the positive way at the organization.

Keywords: Employee engagement, kolmogorav-simironov test, descriptive statistic, employee performance

Introduction

Employee engagement is a crucial for the well being of any organization as its leads to strong business performance. It is concerned with the issues of commitment, satisfaction and organizational behavior. Employee engagement is basically the level of commitment and involvement that an employee's has towards their organization and its values. When an employee is engaged, he is aware of business content, and works with others to improve performance to benefit the organization. In such case employees holds a positive emotional connection to employee's work. There are numerous factors that suggests an employees as an involved employees. This study is concerned with identifying the positive factors that contributes making an employees as an engaged employees. The key variables describing employee engagement are as so discovered contributes in improving the performance of the employees. Employee performance are the achievement and accomplishments made at work. Employee engagement is getting attention as key determinants of employee performance. Studies suggests that higher level of employee engagement at organization leads to higher quality with regards to employees performance.

The study is concerned with identifying the impact that the engagement of employees with an organization makes to the overall performance of employees at work. Several variables are used to understand the impact of engagement on performance. Assumption are that employees engagement provides encouragement to employees in order to improve organizational performance also to lower turnover ratio and better health also brings positivity towards work.

One of the most significant consideration is that employee engagement has sparked the widespread interest. It can bring the connect of employees with organization helps in identifying and conveying expectations for each other leads to clarity in communicating a clear vision. Builds the trust and cooperation within the members of the team and in the organization. Also in such cases employees strives for the good reputation of the company. However these elements explains well how employee engagement impact the performance of the employees within the organization.

Literature Review

Dr. J. Anitha (2014) ^[5] "Antecedents of Employee Engagement and their Impact on Employee Performance" Carried on a study to identifying key factors that contribute to

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employee engagement through a wide literature survey and to finding the strength of relationship between employee engagement and employee performance. Questionnaire was used to collect the data. Regression analysis was used to validate the model and to find the impact of employee engagement on employee performance. She concluded that enhancing working environment in all its aspects including physical and emotional environment, effective leadership, co-worker relationship results in employees having a healthy engagement with their work and there by his/her performance also increases.

Ng Kim Soon (2015) ^[4] “Employee Engagement and Job satisfaction” Carried on a study to find the components of employee engagement, components of job satisfaction and to study the relationship between employee engagement and job satisfaction. Self administrated questionnaire was used to collect the data. Reliability analysis, correlation analysis and regression analysis techniques were used to analyze the data. At last he concluded that the components of employee engagement which are also drivers of engagement are the transformational leadership, transactional leadership, employee communication, organizational communication and employee involvement.

Dr. Pratima Sarangi and Dr. Bhagirathi Nayak (2016) ^[3] “Employee Engagement And Its Impact on Organizational success- a study in manufacturing company, India” Carry on a study to identifying the current level of employee engagement and the work related aspects which needs to be improved for the purpose of employee engagement. Questionnaire is used as the tool for the data collection descriptive statistics techniques used to analyze data. At last they concluded that the current level of employee engagement and the work related aspects need to be improved for the purpose of effective employee engagement.

Preeti Thakur (2014) ^[1] “A Research paper on the Effect of employee engagement on job satisfaction in IT sector” carried on a study to determine the effect of employee engagement on job satisfaction and to study in detail about the employee engagement in IT sector. Primary data were collected through questionnaire and secondary data were collected through journals, research papers, and books. Cronbach’s Alpha test, correlation analysis, regression analysis were used to analyze the data. She concluded that there is positive relationship between employee engagement and job satisfaction in IT sector.

Maha Ahmed Zaki Dajani (2015) ^[2] “The Impact of employee engagement on job performance and organizational commitment in the Egyptian banking sector” carried on a study to identifying the key drivers of employee engagement within the Egyptian context. A survey questionnaire was developed for collecting the data. Correlation Matrix, regression analysis were used for data analysis. He concluded that organization should actively look forward to fulfill employee’s expectation and thus create an impact on the performance of employee which directly affects the organizational performance.

Research Methodology

The methodological aspects used for information is done through the structured questionnaire.

In this study the population targeted is employees of manufacturing organization. For collecting the response

from the employees convenience sampling method which is a classification of Non probability sampling method is used and the selected sample size is 100 employees. A broad range of instruments were used for measuring the impact of Employee engagement. Firstly it consists of questions related to the biographical information of the employees. Secondly it is related to overall Employee engagement which rate item based on 5 points. A rating scale from 1 (strongly disagree) to 5 (strongly agree) was used. 1= strongly disagree, 2= disagree, 3=neutral, 4= agree, 5= strongly agree.

To analyze the data, statistical software SPSS was used. In this study, the responses and information collected from the survey were tested using statistical techniques such as cronbach’s alpha was used to test normality after that Kolmogorav-simirnov test was used to analyze the hypothesis and at last cross tabulation was used to check the relationship between the variables.

Hypothesis Development

- H0: Employees are not satisfied with the overall compensation at the organization.
- H0: Workplace health and safety is not considered to be at least as production and quality.
- H0: Employees at the organization does not receive increment in salary after performance appraisal.
- H0: Employees are not satisfied with the overall performance of the organization.
- H0: Managers at the organization do not provide proper training according to the job profile of employees.
- H0: Employees at the organization does not have a clear understanding of their career.

Objective of the study

1. To study the impact of employee engagement on employee performance.
2. To study the factors affecting the employee engagement.
3. To study the job satisfaction of employee under the context of employee engagement.

Interpretation and analysis

Table 1: Descriptive Statistic

Category	Frequency	Percent	Cumulative Percent
Strongly Agree	60	59.4	60.0
Agree	33	32.7	93.0
Nuetral	7	6.9	100.0
Total	100	99.0	

Interpretation

The descriptive of the question asked from the employees shows the data that, 60% employees were found highly satisfied with the overall compensation at the organization and 33% employees were found satisfied only 7% couldn’t agree and were neutral whereas no employee were found dissatisfied as no respondent disagreed to the statement of satisfaction with overall compensation.

Hence, by the responses it can be said that employees at Evergreen Boardlam are satisfied with the overall compensation provided to them.

Table 2: Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.840	.847	100

Cronbach’s alpha: .840, the standard value is at 0.5 but over here it’s highly reliable, so all the questions were found reliable.

Table 3: Kolmogorav-Smirnov Test

	N	Mean	Std. deviation	K-S Z	Sig.
Compensation	100	1.47	.627	4.935	.000
Health & safety	100	1.30	.482	5.366	.000
Increment in salary	100	1.76	.571	4.334	.000
Performance of the organization	100	1.44	.592	5.006	.000
Training	100	1.53	.540	4.798	.000
Career	100	1.71	.715	4.428	.000

Interpretation

From the above table it is observed that the significance test value is 0.000 which is less than significance level 0.05. Hence the null hypothesis is rejected which means the employees are satisfied with the overall compensation at the organization, the Workplace health and safety is considered to be at least as production and quality, the Employees at the organization receive increment in salary after performance

appraisal, the Employees are satisfied with the overall performance of the organization, the Managers at the organization provide proper training according to the job profile of employee, the Employees at the organization have a clear understanding of their career.

Cross tabulation

Table 4(a): Recognition/praise for doing good work*performance appraisal helps to set and achieve goal.

		I think Performance appraisal helps me to set and achieve meaning full goal.			Total
		Strongly agree	Agree	Neutral	
Organization regularly award recognition/praise for doing good work.	Strongly Agree	33	30	3	66
	Agree	5	21	3	29
	Neutral	0	2	3	5
Total		38	53	9	100

Interpretation

The above table states employees agreement towards organization reward and recognition practices and the aspect of performance appraisal helps them to set and achieve meaning full goals. It is observed that 33 employees

strongly agreed that their organization regularly award recognition for doing good work simultaneously strongly agreed that it helps them to set and achieve meaning full goals. However 21 agreed for both it is recognized that there prevails an impact of one on the other.

Table 4(b): Policies clearly communicated * get the information needed to perform the job.

		Employees get the information needed to perform the job.		Total
		Strongly Agree	Agree	
Policies in my organization are clearly communicated with employee.	Strongly Agree	45	17	62
	Agree	6	31	37
	Neutral	0	1	1
Total		51	49	100

Interpretation

It is observed that 45 employees who strongly agreed that policies in their organization are clearly communicated with them strongly agreed that they gets all the information needed to perform the job. however 31 employees agreed to

both the statements this suggests the linkage of both as how clear communication within the organization enables employees to get the requisite information needed to perform their job. again none of the employees disagreed to any of the statement stated above.

Table 4(c): Grievance process*leadership

		I feel leadership as organization treats all the employees equally			Total
		Strongly agree	Agree	Neutral	
I think grievance process at the organization is fair and equitable.	Strongly Agree	33	11	1	45
	Agree	19	28	2	49
	Neutral	2	4	0	6
Total		54	43	3	100

Interpretation

The above table states employees agreement towards fair and equitable process at the organization and there is leadership in organization as all employees are treated equally. It is observed that 33 employees strongly agreed for both the terms whereas 28 employees agreed or both consideration suggesting that employees being fair and equitable at the same time perceives that these prevails leadership as all employees are treated equally hence there exists a relation as agreement for one is directly related to the other.

Findings

Employees were found highly satisfied with the overall compensation at the organization. Employees are regularly awarded and recognized for doing good work. The work place health and safety is considered to be at least as production and quality. Employees receive increment in salary after performance appraisal. Employees are satisfied with the overall performance of the organization. Policies, Goals and strategies are clearly communicated with the employees. Employees are comfortable working at the organization. Employees have all the material and equipment to do work efficiently. Managers at organization provide proper training to the employees. Employees feel competent and abled to handle the job. Employees have a clear understanding of their career. Employees receive the constructive feedback from the managers. The impact of Increment in salary on overall satisfaction with compensation. The study indicates that employees agreement towards organization reward and recognition practice and the aspect of performance appraisal helps them to set and achieve meaningful goals. Employer providing training to his employees at the same time concerned with feedback employees received from managers.

Conclusion

From the findings of the study it is concluded that Employees are fully satisfied with the overall performance of the company. Employees get the information needed to perform the job. All the factors of Employee engagement are affect the employee performance in the positive way at the organization. All employees are satisfied with the overall compensation of the organization. Organization can provide the training to all the employees, clearly communicate the goals, strategies, policies to the employees.

By applying cross tabulation test, I found that there is significant relationship between the variables. organization regularly award recognition for doing good work and performance appraisal helps to achieve a meaningful goal, employees are agreed that policies are clearly communicated to them and they get the information to perform the job, there is a leadership in organization as all employees are treated equally.

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