

Effect Of Employee Engagement On Organisational Performance

At E I Dupont Services Centre India Pvt Ltd

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ABSTRACT

In today's competitive world creativity, innovation and uniqueness has become very crucial for every single organization, which is competing on a daily basis not only to earn profit but to survive in the dynamic environment. But same could be done with an eye shut if employees in the organization are continuously engaged and satisfied. Employees who are engaged and committed to their organization give companies crucial competitive advantage including higher productivity and lower employee turnover. The researcher investigated the relationship between employee engagement and employee performance in the organization. The objective of the study was to establish the relationship between employee engagement and employee performance in an IT Industry, And to find out different productive means of employee engagement.

INTRODUCTION

Employee engagement has emerged as a pivotal factor influencing organizational success in today's competitive business landscape. Defined as the emotional commitment that employees have towards their organization and its goals, employee engagement goes beyond mere job satisfaction; it encompasses the motivation, enthusiasm, and dedication that employees exhibit in their roles. High levels of engagement are associated with numerous positive outcomes, including enhanced productivity, lower turnover rates, improved customer satisfaction, and ultimately, increased profitability.

NEED FOR THE STUDY

Employee engagement has emerged as a critical factor influencing organizational success in today's competitive business environment. Organizations that prioritize employee engagement experience higher levels of productivity, innovation, and overall performance. However, many companies struggle to foster a workplace culture that promotes engagement, leading to issues such as high turnover rates, low job satisfaction, and reduced efficiency.

OBJECTIVES OF THE STUDY

- 1) To analyze the relationship between employee engagement and productivity.
- 2) To investigate the effects of employee engagement on employee retention rates.
- 3) To assess the role of employee engagement in fostering innovation within organizations.
- 4) To evaluate the impact of employee engagement on customer satisfaction and financial performance.

SCOPE OF THE STUDY

This study focuses on examining the impact of employee engagement on organizational performance across various industries. It explores the key drivers of employee engagement, including leadership, workplace culture, motivation, communication, and recognition, and how these factors influence productivity, job satisfaction, and employee retention.

METHODOLOGY

RESEARCH DESIGN

A research design is considered as the framework or plan for a study that guides as well as helps the data collection and analysis of data.

SAMPLE SIZE

The sampling method used in this research is convenient sampling technique. The sample size is 100.

ANALYTICAL TOOLS

Software Used

SPSS software was used to analyze data. SPSS is a widely used program for statistical analysis in social science. It is also used by market researchers, health researchers, survey companies, government, education researchers, marketing organizations, data miners, and others. The original SPSS manual (Nie, Bent & Hull, 1970) has been described as one of "sociology's most influential books" for allowing ordinary researchers to do their own statistical analysis. In addition to statistical analysis, data management (case selection, file reshaping, creating derived data) and data documentation (a metadata dictionary is stored in the data file) are features of the base software. IBM SPSS was employed to analyze data from the survey.

LIMITATIONS OF THE STUDY

- 1) The study may focus on a specific number of organizations, which may not fully represent all industries and business environments.
- 2) Employee engagement is a qualitative aspect that relies on self-reported data, which may be influenced by personal perceptions and biases.

REVIEW OF LITERATURE

- 1) Li Sun, Chanchai Bunchapattanasakda (2019), Employee engagement is an important issue in management theory and practice. However, there are still major differences in the concept, theory, influencing factors and outcomes of employee engagement, and there is still no authoritative standard. This paper attempts to review and summarize previous research results on employee engagement. The research findings show that there are three shortcomings in previous studies- lack of research on demographic variables, personality differences and cross-cultural differences in employee engagement, lack of research on the mediating or moderating role of employee engagement, and lack of intervention mechanism for employee engagement
- 2) Claudia Plaisted Fernandez(2017), The Management Moment is a regular column within the Journal of Public Health Management and Practice. Edward L. Baker, MD, MPH, MSc, is serving as the Management Moment Editor. Dr. Baker is Director of the North Carolina Institute for Public Health, School of Public Health, at the

University of North Carolina at Chapel Hill. This study provides commentary and guidance on timely management issues commonly encountered in public health practice.

DATA ANALYSIS AND INTERPRETATION

Table 4.26 I feel recognized for my hard work and successes at work

Particulars	No of respondents	Percentage of respondents
Strongly Agree	10	10
Agree	33.3	33.3
Neither Agree nor Disagree	14.2	14.2
Disagree	25.8	25.8
Strongly Disagree	16.7	16.7
Total	100	100

Source: Primary Data

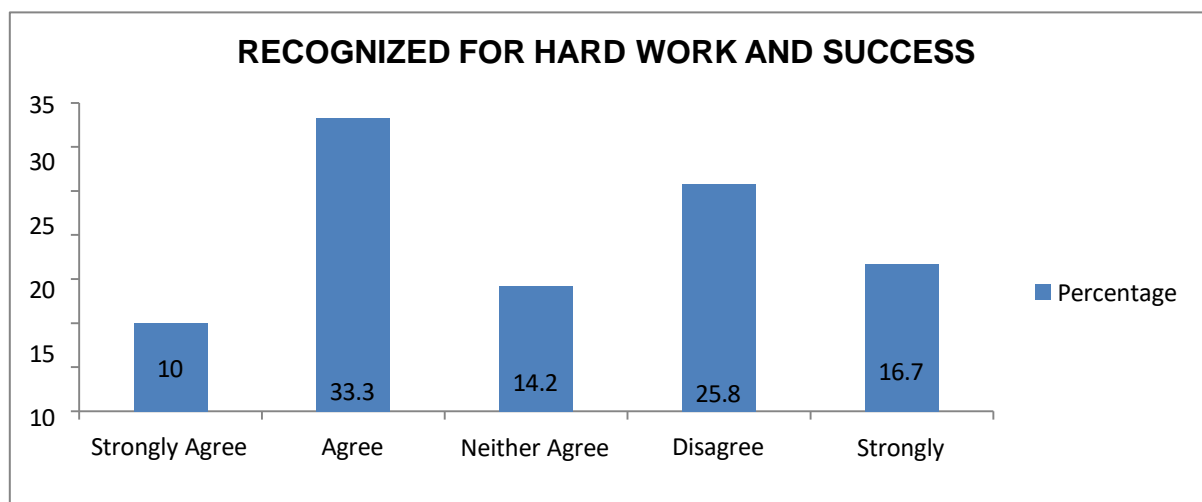


Chart 4.26 I feel recognized for my hard work and successes at work

Interpretation

10% of the respondents strongly agree that the feel recognized for their hard work and success at work, 33.3% of the respondents agree that the feel recognized for their hard work and success at work, 14.2% of the respondents neither agree nor disagree that the feel recognized for their hard work and success at work, 25.8% of the respondents disagree that the feel recognized for their hard work and success at work and 16.7% of the respondents strongly disagree that the feel recognized for their hard work and success at work.

Table 4.27 I would refer a friend or family member to this company

Particulars	No of respondents	Percentage of respondents
Strongly Agree	17.5	17.5
Agree	31.7	31.7
Neither Agree nor Disagree	24.2	24.2
Disagree	11.7	11.7
Strongly Disagree	15	15
Total	100	100

Source: Primary Data

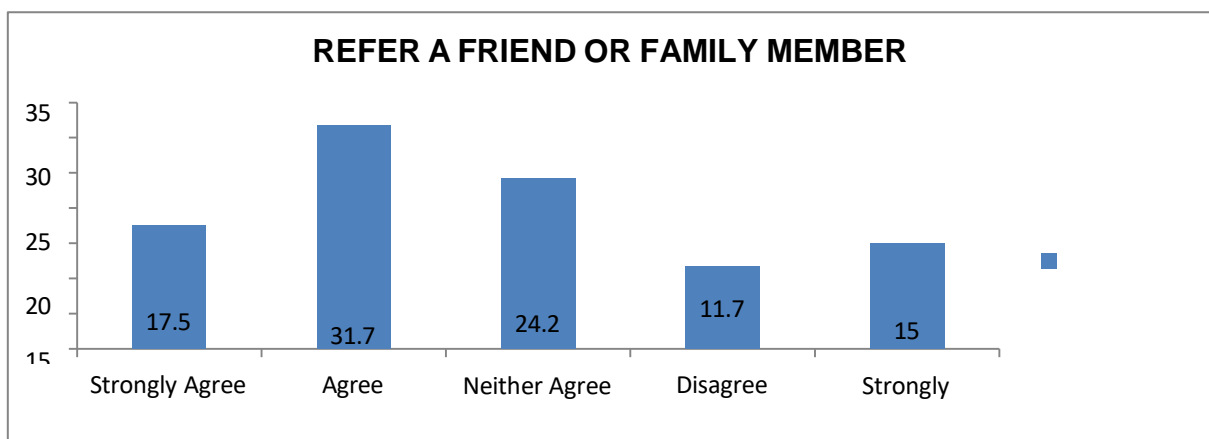


Chart 4.27 I would refer a friend or family member to this company

Interpretation

17.5% of the respondents strongly agree that they would refer a friend or family member to their company, 31.7% of the respondents agree that they would refer a friend or family member to their company, 24.2% of the respondents neither agree nor disagree that they would refer a friend or family member to their company, 11.7% of the respondents disagree that they would refer a friend or family member to their company and 15% of the respondents strongly disagree that they would refer a friend or family member to their company.

4.1 ANOVA ANALYSIS

4.1.1 ANOVA ANALYSIS FOR AGE AND EMPLOYEE ENGAGEMENT FACTORS

Anova has been utilized for the analysis of age of the respondents & employee engagement factors and interpreted in table

H0: There is no significant difference in employee engagement among different age groups.

H1: There is significant difference in employee engagement among different age groups.

Table 4.28 ANOVA analysis for age and employee engagement factors

FACTORS	AGE					F VALUE	P VALUE	SIGNIFICANCE LEVEL
	20-25	26-30	31-35	36-40	440 & Above			
Job Characteristics	2.69	3.40	3.08	4.71	3.71	4.267	.003	Significant
Career Development	2.39	2.75	2.50	2.57	2.14	.83	.821	Not Significant
Perceived Supervisor Support	2.99	2.75	3.58	2.29	2.43	1.176	.326	Not Significant
Organizational Fit	2.27	2.30	2.42	1.71	2.57	.458	.767	Not Significant

Significance Level Tested at 0.05

Interpretation

The p value is less than 0.05; the influence of job characteristics on age is significant. Hence reject H0 for job characteristics. The p value is greater than 0.05, the influence of career development, perceived supervisor support and organizational fit on age is not significant. Hence accept H0 for career development, perceived supervisor support and organizational fit.

4.1.2 ANOVA ANALYSIS FOR INCOME AND EMPLOYEE ENGAGEMENT FACTORS

Anova has been utilized for analysis of income of the respondents and employee engagement factors and interpreted in the table.

H0: There is no significant difference in employee engagement among different income groups.

H1: There is significant difference in employee engagement among different income groups.

FACTORS	Income					F VALUE	P VALUE	SIGNIFICANCE LEVEL
	10000 - 15000	15000 - 20000	20000 - 30000	30000 - 40000	40000 0 & Above			
Job Characteristics	2.64	2.79	2.93	3.23	3.90	2.542	.043	Significant
Career Development	2.56	2.42	2.41	2.54	2.40	.068	.992	Not Significant
Perceived Supervisor Support	2.99	2.75	3.58	2.29	2.43	1.176	.108	Not Significant
Organizational Fit	2.36	2.36	2.24	1.92	2.30	.311	.870	Not Significant

Significance Level is tested at 0.05 Interpretation

The p value is less than 0.05; the influence of job characteristics on income is significant. Hence reject H0 for job characteristics. The p value is greater than 0.05, the influence of career development, perceived supervisor support and organizational fit on income is not significant. Hence accept H0 for career development, perceived supervisor support and organizational fit.

4.2 CORRELATION ANALYSIS

Correlation analysis has been utilized for studying the relationship between career development and work relationship and the results are tabulated in

Null Hypothesis (H₀) – There is no significant relationship between career development and work relationship.

Alternative Hypothesis (H₁) - There is significant relationship between career development and work relationship.

Table 4.30 Correlation between career development and work relationship

Correlations			
		Career Development	Work Relationship
Career Development	Pearson Correlation	1	.017
	Sig. (2-tailed)		.851
	N	120	120
Work Relationship	Pearson Correlation	.017	1
	Sig. (2-tailed)	0.851	
	N	100	100

Significance level is tested at 0.05

Interpretation

The p-value is 0.851 which is greater than the alpha value (0.05), hence null hypothesis (H₀) is accepted. There is no significant relationship between career development and work relationship.

4.3 CHI-SQUARE ANALYSIS

Chi-Square test has been utilized to analyze between work challenge and age of the respondents.

Null Hypothesis (H0) – There is no significant association between work challenge and age.

Alternative Hypothesis (H1) - There is a significant association between work challenge and age.

Table 4.31 Chi-Square between Work relationship and Perceived supervisor support

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.314a	16	.003
Likelihood Ratio	32.816	16	.008
Linear-by-Linear Association	4.304	1	.038
N of Valid Cases	100		

Significance level is tested at 0.05

Interpretation

The p-value is 0.003 which is lesser than the alpha value (0.05), hence alternate hypothesis (H1) is accepted. There is a significant association between work challenge and age.

FINDINGS

- Majority (61.7%) of the respondents falls under the age category of 20-25 years.
- Majority (60%) of the respondents are male.
- Majority (65%) of the respondents have experience around 0-5 years.
- Majority (27.5%) of the respondents have a salary around 15,000 to 20,000 Rs per month.
- Majority (45.8%) of the respondents are from Middle Level Management.
- Majority (55%) of the respondents agree that they are completely involved in their work.
- Majority (35%) of the respondents often have a work challenges that aid their development.
- Majority (30%) of the respondents often has been determined to give their best at work each day.
- Majority (30%) of the respondents are always inspired to meet their goals at work.
- Majority (26.7%) of the respondents are always given new challenges at work.
- Majority (37.5%) of the respondents agree that they can see themselves growing and developing a career in their company.
- Majority (39.2%) of the respondents agree that there is adequate company support for skill development.

SUGGESTIONS

- The organizations can manage the work load of their employees as many of the respondents feels their work load is more for the role given in the organization.
- The organization can also provide recognition for the work as the respondents feels they are not given enough recognition for their work.
- The manager or supervisor must show some concern or demonstrate interest in the well being of their subordinates.
- More new challenges must be given in the work to get productivity from employees.

CONCLUSION

With respect to the above study and findings the employees are determined to give their best at work place and the organization sets clear objectives for them to perform to the best of their ability and they feel comfortable giving feedback to their superior in the organization. It also inspires them to give their best at work and grow as an individual. The employees are willing to put best of their efforts if they are given proper working spaces. The employee under proper working environment, with their roles clearly defined and with proper guidance and communication will be engaged in their work. The factors like job characteristics, work relationship, perceived supervisor support, organizational fit and career development plays a key role in engagement of an employee in an organization.

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3. **Human Resource Management Journal** – Articles on employee engagement and motivation.
4. **International Journal of Productivity and Performance Management** – Research on workplace performance metrics.
5. **Harvard Business Review** – Case studies and insights on employee engagement strategies.

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2. **Society for Human Resource Management** (www.shrm.org) – Research and best practices in HRM.
3. **Gallup** (www.gallup.com) – Employee engagement surveys and insights.
4. **McKinsey & Company** (www.mckinsey.com) – Reports on workforce trends and organizational success.
5. **DuPont Official Website** (www.dupont.com) – Company reports, sustainability goals, and