



# A STUDY ON EFFECT OF EMPLOYEE ENGAGEMENT ON EMPLOYEE PERFORMANCE OF FACULTIES IN SELECT UNIVERSITY IN VIJAYAPUR, KARNATAKA

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**Abstract-** The purpose of this study is to analyze the effect of employee engagement on employee performance in Higher Education sector; a special focus is made towards University in Vijayapur. Both the primary and secondary data is used to carry out the study. In this present study Descriptive research design was adopted. The sample size for the study is 30 employees (Full time Permanent Faculties) from University. The Simple Random Sampling technique was adopted in for the study. IBM SPSS 21 version is the statistical software package uses for analysis.

**Key words-** *Engagement, Employee Performance, Gallup, University*

## 1. INTRODUCTION

One of the frequently discussed topics in the field of Human Resource Management is Employee Engagement, which is not only discussed among business people or business actors, and industries, but also organizations including universities[1]. Employee engagement results in expressively high outcomes, and increases employee's performance and commitment, and has a positive relationship with organizational performance, productivity, profitability, loyalty and safety [2]. Employee engagement is categorized into 3 types by [3], namely: engaged employees, who consistently try to provide excellence in their roles. Not engaged employees, employees who only focus on tasks assigned to achieve organizational goals and actively disengaged employees, are the most dangerous employees who not only underperform but also influence the work motivation of other employees in the organization to achieve their goals.

**Table 1: The 3 Employee Types**

|   |                               |   |
|---|-------------------------------|---|
| 1 | Engaged Employees             | <i>Engaged employees</i> work with passion and feel a real connection to their company. They help drive innovation and move the organization forward.       |
| 2 | Not Engaged Employees         | <i>Not Engaged employees</i> are sleepwalking through their working day. They're putting in time, but not energy or passion to their work.                  |
| 3 | Actively Disengaged Employees | <i>Actively Disengaged Employees</i> aren't just unhappy at work. They are busy acting out their unhappiness, undermining what their co-workers accomplish. |

Source : Galup (2004)

## 2. LITERATURE REVIEW

### 2.1 EMPLOYEE ENGAGEMENT

Macey and Schneider as cited in [4] state that employee engagement will make employees have higher loyalty, thereby reducing the desire to voluntarily leave the company or organization where they work. As stated by [5] that one of the successes of business is due to employee attachment which is always maintained, especially in today's competitive era. Employee engagement itself is classified into 3 elements, namely: vigor, dedication and absorption [6]. Vigor is employee attachment which is reflected in physical and mental strength when doing work that relies on mental strength and resilience, optimal energy, courage to do business, desire, and willingness to do work. Meanwhile, dedication is interpreted as an employee's emotional attachment to his job. This shows the employee's enthusiasm at work. There is a sense of pride in the work done and the company where they work. The third element is absorption. The hallmark of this element is the visible behavior of employees who pay full attention to their work. In carrying out their work, employees feel happy and are not burdened so that they can have high concentration and produce works above average, so it is difficult for them to separate themselves from their work. Another expert, namely [7] argued that employee engagement includes two important dimensions, namely: employee engagement as employee psychological energy and employee engagement as behavioral energy that can be seen in work. Employee engagement as an employee's psychological energy has a meaning, namely the integrity of employees with their work where employees can struggle, get involved in work, focus and be fully involved. Meanwhile, employee engagement as behavioral energy that can be seen at work can be reflected in the proactive attitude of employees at work, and will take action in a way that is in accordance with organizational goals. Employee engagement is also defined as something that motivates employees, including a sense of belonging to a job and a sense of pride, as well as enthusiasm for doing their job, thereby fostering positive employee and organizational attitudes (commitment, involvement, and attachment) towards cultural values and the achievement of company success, as stated by [8].

## 2.2 EMPLOYEE PERFORMANCE

[9] suggests that performance is the result of a person as a whole during a certain period in carrying out tasks, such as work standards, targets or target criteria that have been determined in advance and have been mutually agreed. Employee performance achievement is also determined how the company can motivate employees and develop plans for improvement so that performance deterioration can be avoided. Meanwhile, performance appraisal is the process of assessing personality traits, work behavior, and the work results of a worker or employee who are considered to support their work performance and are used as consideration for decision making [10]. According to [11] performance is the amount of effort an individual puts into his job. Productivity, work safety, attendance and retention, customer satisfaction, customer loyalty, and profitability are some elements of employee performance that can encourage high employee engagement [12].

Meanwhile, [14] argues that the performance measurement process is directed at six aspects, namely: a) Work results: the level of quantity and quality that has been produced and the extent to which supervision is carried out; b) Job knowledge: the level of knowledge associated with work tasks which will have a direct effect on the quantity and quality of work output; c) Initiative: the level of initiative during carrying out work tasks, especially in terms of handling problems that arise; d) Mental skills: the level of ability and speed in receiving work instructions and adapting to existing work methods and work situations; e) Attitude: the level of morale and positive attitude in carrying out work tasks; f) Discipline of time and attendance: level of punctuality and level of attendance. The similarities and differences in performance measurement between [13] and [14] can be seen in table 2 below

**Table 2: Key Performance Indicators**

| No. | Mangkunegara (2000)   | Sutrisno (2009)  |
|-----|---|--|
| 1   | Work quality<br>Neatness, thoroughness, and interrelation of work results   | Work results<br>The level of quantity and quality that has been produced and the extent to which supervision is carried out                            |
| 2   | Work Quantity<br>The work volume is generated under normal conditions. Many types of work done at one time                                    | Knowledge of work<br>The level of knowledge associated with work assignments that will have a direct effect on the quantity and quality of work output |
| 3   | Responsibility<br>Accountability for employee work. Facilities and infrastructure used and their work behavior                                | Initiative<br>The level of initiative during work tasks, especially in terms of handling problems that arise   |
| 4   | Initiative<br>The ability of employees to analyze, assess, create and make decisions on solving the problems they face                        | Mental Skills<br>The level of ability and speed in receiving work instructions and adjusting to the way of working and the existing work situation     |
| 5   | Cooperation<br>Willingness of employees to participate and cooperate with other employees vertically or horizontally                          | Attitude<br>The level of morale and positive attitude in carrying out work tasks   |
| 6   | Obedience<br>Willingness of employees to comply with regulations that carry out their work in accordance with instructions given to employees | Time and attendance discipline Punctuality level and attendance level  |

Source: Mangkunegara (2000) and Sutrisno (2009)

## 2.3 EMPLOYEE ENGAGEMENT IN HIGHER EDUCATION INSTITUTION

Today, we are in a disruptive era. With the development of higher education which is increasingly rapid, the demands for increasing human resources are also expected to increase rapidly, so that it requires the involvement and strong attachment of lecturers and non-academic staff to universities. But in reality, there are still some human resources who have low involvement and attachment to institutions, where these human resources are less focused on developing the threefold missions of higher education. This of course will affect the development of institutions and the performance of human resources itself. Human resources in tertiary institutions are not only lecturers but also other educational and non-educational staff, as stated by [15] that the human resources in higher education consist of lecturers and their supporting staff, including librarians, laboratory assistants, technicians, and educational staff and others who are responsible for the achievement of the overall quality objectives of the threefold missions of higher education. Someone who is already working can show maximum work performance when involved in his job and when he feels not forced to carry out what the job demands, even tends to give more than what his job demands regardless of whether his age is still in productive age or not [16].

### OBJECTIVES

To analyze the effect of employee engagement on employee performance

### SCOPE OF THE FURTHER RESEARCH

The different departments of the University were considered for survey but other Universities could have been included. More number of Universities in North Karnataka can be considered for the survey to increase the sample size. In this study faculties of few of the departments were asked to give the responses. Detailed analysis with statistical tools can be applied to find more conclusions.

### RESEARCH METHODOLOGY

**Type of the Study-** Descriptive Study

**Source of data-** Primary and Secondary data

The primary data has been collected from different departments of the University. Secondary sources include information from the journals and online sources.

**Sampling size-**30

**Research approach-** Survey

**Sampling procedure-** Simple Random sampling was adopted. It is a probability sampling technique.

**Research instrument-** Questionnaire

The questionnaire consisting of 12 questions designed after referring to Gallup Q12 questions on employee engagement. Five point Likert rating scale is used 1=Strongly Disagree, 2=Disagree, 3=Neutral 4= Agree and 5= Strongly Agree

**Place of study-** Vijayapur, Karnataka

## DATA ANALYSIS

**Table 3: Descriptive Statistics depicting Employee Engagement on Gallup's Q12 Instrument**

| Q. No. | Statements   | N  | Mean   | Std. Deviation |
|--------|--|----|--------|----------------|
| 1      | I know what is expected of me at work                  | 30 | 3.5333 | .50742         |
| 2      | Materials, information and equipment                   | 30 | 2.4333 | .72793         |
| 3      | Do what I do best everyday                             | 30 | 3.6667 | .47946         |
| 4      | Recognition or praise for good work in last seven days | 30 | 3.4000 | .72397         |
| 5      | Supervisor/someone at work cares                       | 30 | 3.4333 | .50401         |
| 6      | Someone encourages my development                      | 30 | 3.8667 | .93710         |
| 7      | My opinions count at work                              | 30 | 3.4333 | .50401         |
| 8      | Contribution to mission/purpose of company             | 30 | 3.6333 | .49013         |
| 9      | Co-workers committed to quality work                   | 30 | 4.3333 | .54667         |
| 10     | Relationship with Co-workers                           | 30 | 3.6000 | .56324         |
| 11     | Progress in last six months                            | 30 | 3.4667 | .62881         |
| 12     | Opportunities to learn and grow                        | 30 | 3.0667 | .25371         |

## INTERPRETATION

The findings from the research discovered that employees are only moderately engaged with an average mean score of 3.4888. Q1 and Q2 represents the predicator factor “entitlement” and the statement “I have Materials, information and equipments to do my work right” has the lowest mean (2.4333) and standard deviation (.72793) which indicates that the employees are not provided the necessary basic facilities by the Institute to complete their job roles. Q3, Q4, Q5 and Q6 depicts “contribution” factor. The statement “Someone encourages my development” has a mean of (3.8667) and highest standard deviation (.93710) indicates that the employees are getting encouraged by their colleagues, seniors and management. Q7, Q8, Q9 and Q10 indicates the factor “community” as a member of the organisation indicating that options of middle level executives count and they have a productive relationships with their managers or with their co-workers in the organisation. Q11 and Q12 indicates “growth” factor and Q12 “Opportunities to learn and grow” has a mean (3.0667) and lowest standard deviation (.25371) indicating that the employees do not have many opportunities to learn and grow in the Institute.

## LIMITATIONS OF THE STUDY

The researcher was able to take responses from faculties from selected department of the University with a sample size of 30. It is assumed that the respondents have given their genuine inputs and reflect their true responses.

## CONCLUSION

Employee performance is the main objective of every organization, to improve the performance employee engagement is one of the important parameter. The Employee engagement and performance are two sides of the same coin. Highly engaged employees have a positive impact on their performance. The study concluded that there is a positive relation between engagement of employees and performance. Thus, it can be said that every Institute should be able to look at their employees expectations towards the job which would create a positive impact on the employee performance, which directly helps to achieve the organizational goals.

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