

EMPLOYEE ENGAGEMENT AND ITS EFFECT ON EMPLOYEE'S PERFORMANCE

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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. The study adopted descriptive survey design in the investigation, and convincing sampling technique was used to collect the sample. Further the study used both primary and secondary data for the research. From the study it is evident that, superior helping the individual to know what is expected from them and guide them in the same manner would work toward building trust between employer and management. The organization encourage the development of employee and care's individual as a person and provide opportunity to learn and grow thus influence employee engagement and overall engagement policy frame work to a great extent. It is being recommended that organization should introduce more employee engagement strategies, also need to formulate ways of recognition of contribution by employee that would help define what determine employee engagement in order to enhance employee performance.

Literature review

Joy M. WACHIRA 2013, led an examination on "connection between representative engagement and worker responsibility" in Barclays bank of Kenya, and the scientist utilized enlightening study to acquire data from 175, respondent. The outcome demonstrates that the examination could gather reactions from junior, center and senior administration in the association. in view of the outcome from information examination and finding of the exploration it can be inferred that the representative comprehend what is normal from them at work and the association supports the sharing of data learning and source, in this manner letting each worker to set their own particular targets and decision about work to control and accomplish their objective may enable worker to wind up more occupied with their activity.

Preeti thakur May 2015, the researcher conducted a research on "effect of employee engagement and job satisfaction in IT sector. The proposed objective of the study was to study in details about the employee engagement in IT Sector and to determine the effect of employee engagement on job satisfaction. The researcher used descriptive research design with the sample size of 120 people, and non probability sampling technique has been used. Data analysis such as regression and correlation analysis has been used for data analysis. The researcher concluded that there is a positive relationship employee engagement and job satisfaction in IT sector.

Arti Chandani, Mita Mehta, Akanksha Mall and Vashwee Khokhar April 2016, the researcher conducted a research on "Factors Affecting Employee Engagement" the purpose of this paper was on The objective of this article is to clarify what is meant by employee engagement and why it is important (particularly with respect to its effect on employee retention and performance), as well as to identify factors that are critical to its effective implementation. For this study, researchers have used review method. Under the process of review around thirty academic and popular research papers/ literature in the area of employee engagement, researchers have come up with different factors which are mostly commonly mentioned in these research papers. The researcher concluded that employee engagement in turn results in decline in employees' turnover and increase in innovative work related behaviour .Engaging employees is a long term task and cannot be accomplished by one training program, no matter how good its quality is. Further researcher added that organization can increase the engagement by keeping in mind the following important factors such as, sense of involvement, employee opinions, Transparency, opportunity thinking, enhancing employee decision- making, and commitment.

M. Sandhya Sridevi 2010, conducted a research on "Worker Engagement: The Key to Improving Performance" in this specialist has utilized survey technique. Under the procedure of audit technique the specialist came to realize that, most examinations show that inclination esteemed by administration, two-route correspondence amongst administration and representatives, administration's enthusiasm for workers' prosperity and giving more open doors for representatives to develop are the best drivers of representative engagement. All things considered, as studies show, workers don't give much significance to pay and advantages. This may be the situation in light of the fact that all the studies were made in organizations working in financially well-to-do nations. The needs of drivers may have differed if comparative studies were experienced in other underdeveloped

nations, similar to African nations. Along these lines, there is a requirement for more worldwide reviews including more number of nations. Discoveries of different looks into propose their own particular systems so as to keep workers locked in. Here in this article analyst has given ten focuses or techniques called 'the ten tablets" were recommended to keep workers locked in. For administrators, work of worker engagement begins at the very first moment through successful enlistment and introduction program, crafted by representative engagement starts from the best as it is inconceivable to have drawn in individuals in the associations where there are no connected with authority. Supervisors should upgrade two-way correspondence, guarantee that representatives have every one of the assets they have to carry out their activity, give proper preparing to expand their insight and expertise, set up remunerate components in which great job is compensated through different budgetary and non-money related impetuses, fabricate an unmistakable corporate culture that empowers diligent work and keeps examples of overcoming adversity alive, build up a solid execution administration framework which holds directors and representatives.

Alan M. Saks. June 2006 conducted a research on the topic "Antecedents and consequences of employee engagement" The purpose of this study was to test a model of the antecedents and consequences of job and organization engagements based on social exchange theory

A survey was completed by 102 employees working in a variety of jobs and organizations. The average age was 34 and 60 percent were female. Participants had been in their current job for an average of four years, in their organization an average of five years, and had on average 12 years of work experience. The survey included measures of job and organization engagement as well as the antecedents and consequences of engagement. In order to test the hypotheses for the antecedents of employee engagement, multiple regression analyses were conducted by the researcher and the Results indicate that there is a meaningful difference between job and organization engagements and that perceived organizational support predicts both job and organization engagement; job characteristics predicts job engagement; and procedural justice predicts organization engagement. In addition, job and organization engagement mediated the relationships between the antecedents and job satisfaction, organizational commitment, intentions to quit, and organizational citizenship behaviour. The researcher concluded by sharing the following information.

There is a meaningful distinction between job engagement and organization engagement; A number of antecedent variables predict job and organization engagement; Employee engagement 615. Job and organization engagement are related to individual consequences; Job and organization engagement mediate the relationship between antecedent variables and consequences; and SET provides a meaningful theoretical basis for understanding and studying employee engagement.

Objective and methodology

- To find out the relationship between employee engagement and employee performance and its effect on team performance.
- To identify the factors influencing the engagement of the employee and influencing the employee relation.

Research methodology

Descriptive research is the research method used because descriptive studies embrace a large proportion of market research. The purpose is to provide an accurate snapshot of some aspect of the market environment. Descriptive research is more rigid than exploratory research and seeks to describe users for the product, determine the proportion of the population that uses a product or predict future demand for the product. As opposed to exploratory research, descriptive research should define questions, people surveyed, and method of analysis prior to beginning data collection

population and Sample

In this project, the techniques of sampling used was **Convenience Sampling**. Convenience sampling involves the choice of subject who are most advantageously placed or in the best position to provide the information required. In this project, case sample were the Employees of the IT INDUSTRY IN DELHI NCR REGION. The extent of test taken are 150 representatives.

Data and Sources of Data

Primary data: Primary data was collected through survey method by distributing questionnaires to different employee and Managers in **DELHI NCR REGION**. The questionnaires were carefully designed by taking into account the parameters of my study.

Statistical tools and econometric models

Descriptive statistics such as mean, standard deviation and frequency distribution was used to analyze the data. Data presentation was done by the use of charts, graphs, percentages and frequency tables.

Questionnaire was analyzed using mean scores and standard deviations. Pearsons Product Moment Correlation statistic was used to establish the significance of the correlation between employee engagement and employee performance in IT industry.

Analysis with the Help of SPSS

For reliability of Employee engagement strategy means and standard deviation test has been applied.

The respondents were asked to rate the factors on a scale of 1 to 5; (1: • Strongly disagree 2. • Disagree, 3: • Neither agree nor disagree, 4: • Agree, 5: Strongly agree) the extent to which the organization had engaged and emphasized activities relating to employee engagement.

Means for the factors were established in order to provide a generalized feeling of all the respondents. Means greater than 1 and less than 1.5 implied that the factor influenced employee engagement to no extent. Means greater than 1.5 and less than 2.5 implied that the activity influenced employee engagement to a little extent. Means greater than 2.5 and less than 3.5 implied that the activity influenced employee engagement to a moderate extent. Means greater than 3.5 and less than 4.5 implied that the activity influenced 31 employee engagement to a great extent while means greater than 4.5 implied that the activity influenced employee engagement to a very great extent. The standard deviation on the other hand describes the distribution of the responses in relation to the mean. It provides an indication of how far the individual responses to each factor vary from the mean. A standard deviation of more than 1 indicates that there is no consensus, greater than 0.5 and less than 1, indicates that the responses are moderately distributed, while less than 0.5 indicates that they are concentrated around the mean. A standard deviation of more than 1 indicates that there is no consensus on the responses obtained

The extent of employee engagement

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Receive the information & communication I need to do my job.	103	1	5	2.51	1.099
I regularly receive the recognition/praise for doing good work	104	1	5	3.45	1.096
The benefits offer here are fair & reasonable	104	1	5	3.41	1.058
Here the people are co-operative & pleasant to work with.	104	1	5	3.60	1.066
There is always someone at work who encourages my development.	102	1	5	3.49	1.012
My supervisor helps me to know what is expected from me & guide me in that manner.	103	1	5	3.77	1.050
My supervisor cares about me as a person	100	1	5	3.46	1.017
Even if I had the opportunity to get a similar job with another organization, I would stay with my present company.	100	1	5	3.43	1.057
. In the last year I have had the opportunities to learn & grow.	101	1	5	3.68	.999
I would recommend the organization as a good place to work	101	1	5	3.67	1.011
Valid N (listwise)	92				

Therefore in IT industry employees agree to a great extent that their supervisor helps them to know what is expected from me & guide me in that manner. Ranked first with mean of 3.77. In the last year I have had the opportunities to learn & grow. Ranked second with a mean of 3.68, I would recommend the organization as a good place to work ranked as third with a mean of 3.67, . Here the people are co-operative & pleasant to work with ranked forth with the mean of 3.60.

The respondents agreed that the rest of the factors affected employee engagement to a moderate extent. There is always someone at work who encourages my development ranked first with a mean of 3.49, My supervisor cares about me as a person ranked second with a mean of 3.46, I regularly receive the recognition/praise for doing good work ranked third with a mean of 3.45, Even if I had the opportunity to get a similar job with another organization, I would stay with my present company ranked fourth with a mean of 3.43, The benefits offer here are fair & reasonable ranked 5 with a mean of 3.41, and last Receive the information & communication I need to do my job ranked 6th with a mean of 2.51.

In conclusion, employee engagement strategy being supportive of the business strategy and strategic HR policies and initiatives promoting employee engagement at all levels of the organization with influence employees to a moderate extent with means of 3.46 and 2.51 respectively.

The respondents were further asked to give the factors that would drive or promote employee engagement within an organization. And more than 50% of the respondent said the organization has good recruitment policy and employee who work with them are really supportive and this encourage them to be associated with the organization.

4.6 Relationship between Employee Engagement and Employee Commitment performance.

Correlation

		1. Do you have any employee engagement program in your organization	2 Does employee engagement bring positive impact on employee performance
1. Do you have any employee engagement program in your organization	Pearson Correlation Sig. (2-tailed) N	1 20	0.822 0.001 20
2 Does employee engagement bring positive impact on employee performance	Pearson Correlation Sig. (2-tailed) N	0.823 0.001 20	1 1 20

From the Correlations table, it can be seen that the correlation coefficient (r) equals 0.882, indicating a strong relationship, as concluded earlier. $p < 0.001$ and indicates that the coefficient is significantly different from 0. It can be concluded that there is evidence that employee engagement has a direct relationship with employee performance.

Results and discussion

The results show that the study was able to collect responses Junior, middle and senior management in the organization. It seems every employee working in the organization has good amount of working experience. Based on the results form data analysis and findings of the research, it can be concluded that the employees know what is expected of them at work and the organization encourages the sharing of information, knowledge and resources. Opportunities to learn & grow, help the individual to work harder as a team and help employee to be more engaged in their jobs. It can be concluded that there is evidence that employee engagement has a direct relationship with employee performance ($r = 0.882$, $p < 0.001$)

If these practices would be followed in the organization it will help the organization to engaged their employee, and will help in gaining a competitive advantage and will also help in controlling the attrition rate in the organization. These strategies are helpful to every single organization irrespective of the size and nature of the organization.

Recommendations

There is need for managers to continue performing employee engagement activities in the organization and also discuss their targets and expectation of the organization from them. This helps to ensure that workers understand the goals, and promotes acceptance of challenging objectives that they help define. In addition, the organization needs to consider how to recognize and encourage contributions that exceed expectations. Managers need to use routine discussions about performance and feedback sessions to learn which aspects of the job hold the most interest for each employee and which tasks are most challenging. During such discussions, managers can define what "going above and beyond the call of duty" looks like and generate ideas for rewarding such contributions.

Companies should properly take care of recruitment activities properly because of supporting and helping nature of colleague motivate them to stay in the organization and perform with their best of ability.

Companies should respond to employee issues and challenges and try to resolve at the companies should invest in Human resource and Information technology with the aim of not only improving the performance but also keeping them in continues touch with the technology.

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