



A Study On Employee Engagement And Its Impact On Employee Performance In Deloitte

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ABSTRACT

Employee engagement is a crucial factor influencing organizational success, especially in professional service firms where employee performance directly affects service quality. This study examines the impact of employee engagement on employee performance at Deloitte. A descriptive research design was adopted using both primary and secondary data. Primary data were collected from 200 Deloitte employees through a structured questionnaire, while secondary data were sourced from journals and company reports. Key engagement dimensions such as job satisfaction, leadership support, communication, recognition, and work-life balance were analysed using statistical tools. The findings reveal a significant positive relationship ($r = 0.67$) between employee engagement and performance, highlighting the importance of effective engagement practices.

Keywords: Employee Engagement, Employee Performance, Organizational Commitment, Deloitte, Job Satisfaction.

1. Introduction

Employee engagement has emerged as a strategic priority for organizations seeking sustainable competitive advantage in the modern business environment. Engagement refers to the emotional commitment and involvement an employee has towards their organization and its goals, which directly influences productivity, retention, and overall performance (Kahn, 1990).

In the context of global professional services firms like **Deloitte**, employee engagement plays a pivotal role in ensuring that talent remains motivated, innovative, and aligned with organizational values. Deloitte operates in a dynamic and competitive consulting landscape where human capital is the core driver of value creation.

High levels of engagement not only enhance individual performance but also contribute to organizational growth, client satisfaction, and long-term success.

This study explores the **relationship between employee engagement and its impact on employee performance** within Deloitte India. The research investigates how engagement practices influence performance outcomes, employee satisfaction, and organizational commitment.

2. Statement of the Problem

Although employee engagement is recognized as vital for organizational success, many firms—including large consulting companies—struggle to sustain high levels of engagement due to changing workforce expectations, remote work dynamics, and evolving job roles. This study examines whether employee engagement initiatives in Deloitte effectively translate into enhanced individual performance and organizational outcomes.

3. Objectives of the Study

The primary objectives of this research are:

1. To assess the level of employee engagement among Deloitte employees.
2. To examine the impact of employee engagement on employee performance.
3. To identify key factors that influence engagement levels.
4. To provide recommendations to improve engagement practices at Deloitte.
5. To explore the relationship between organizational support and performance outcomes.

4. Scope of the Study

This study focuses on:

- Employees of **Deloitte India**, spanning various levels including associates, managers, and senior leadership.
- Engagement aspects such as job involvement, organizational commitment, recognition, empowerment, and leadership support.
- The study measures **employee performance** through self-assessment and managerial feedback.
- Duration of the study includes a **3-month data collection period** involving both primary and secondary sources.

The study does **not cover other Deloitte global branches** or compare Deloitte with other consulting firms.

5. Limitations of the Study

The limitations encountered include:

- **Sample Size Constraints:** Data were collected only from Deloitte India employees, limiting broader generalization.
- **Subjectivity:** Performance evaluations are partly self-reported, which can introduce bias.
- **Time-bound Research:** The study was conducted within a limited timeframe, which may not capture long-term engagement trends.
- **COVID-19 Aftereffects:** Changing work patterns may have temporarily influenced engagement levels.

6. Research Methodology

6.1 Research Design

A descriptive research design was adopted to examine the relationship between employee engagement and employee performance.

6.2 Nature of the Study

The study follows a mixed-method approach:

- **Quantitative:** Data collected through a structured questionnaire.
- **Qualitative:** Open-ended responses from selected employees.

6.3 Population and Sample

The population comprises all Deloitte India employees (approximately 10,000+). A sample of 200 employees was selected using stratified random sampling to ensure representation across departments and job levels.

6.4 Data Collection Methods

Primary Data: Collected through employee surveys using a five-point Likert scale (1–5).

Secondary Data: Obtained from Deloitte HR reports, academic journals, and organizational documents.

6.5 Data Analysis Approach

Data were analysed using descriptive statistics, cross-tabulation, and correlation analysis to assess the relationship between engagement and performance.

6.6 Tools Used for Analysis

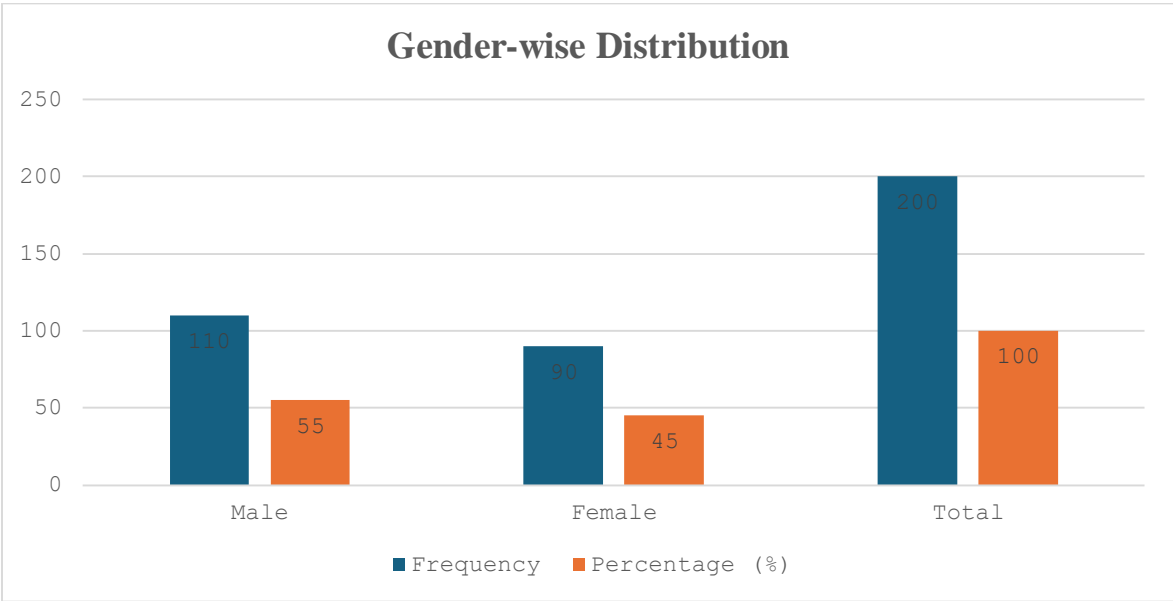
The tools used include Microsoft Excel and SPSS, with data presented using bar charts, pie charts, and line graphs, followed by appropriate interpretation.

7. Data Analysis and Interpretation

Table 7.1: Gender-wise Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	110	55
Female	90	45
Total	200	100

Chart 7.1: Gender-wise Distribution of Respondents



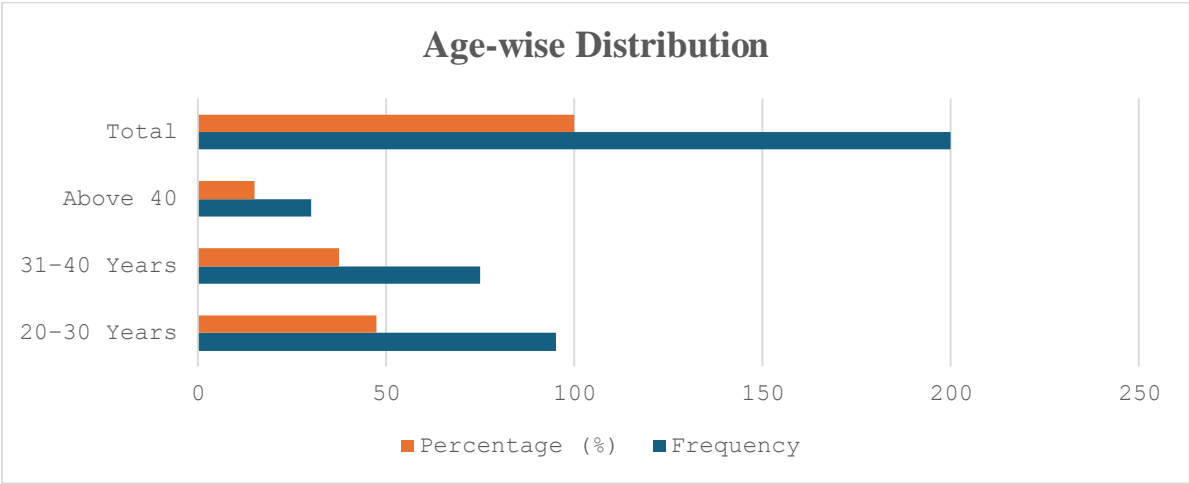
Interpretation

The table indicates that 55% of the respondents are male and 45% are female. This shows a balanced gender representation in the study, ensuring diversity in responses and reducing gender-based bias.

Table 7.2: Age-wise Distribution of Respondents

Age Group	Frequency	Percentage (%)
20–30 Years	95	47.5
31–40 Years	75	37.5
Above 40	30	15.0
Total	200	100

Chart 7.2: Age-wise Distribution of Respondents



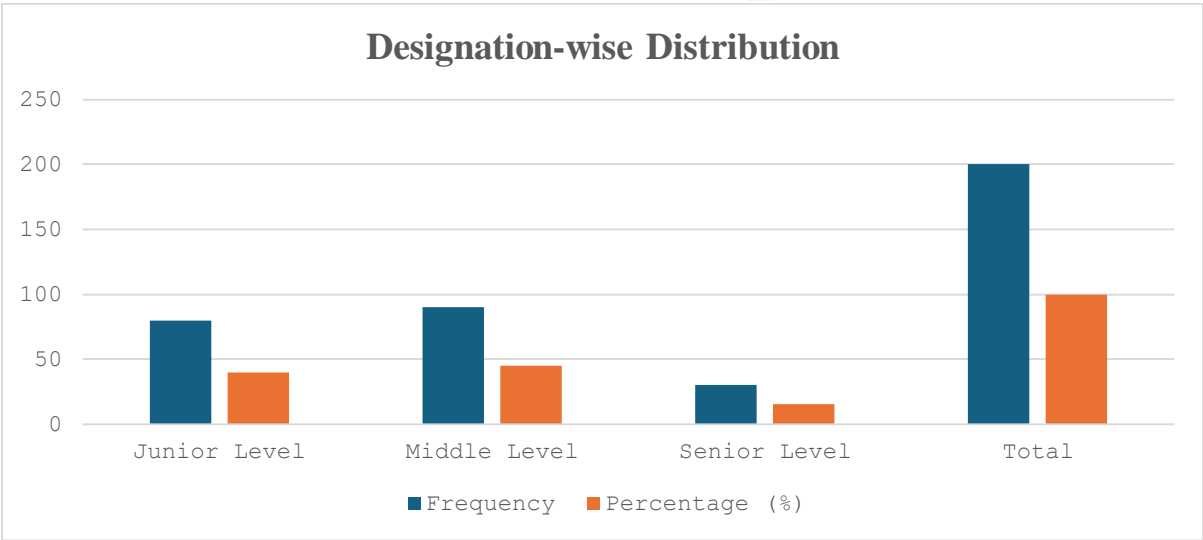
Interpretation

The majority of respondents (47.5%) fall within the 20–30 age group, followed by 37.5% in the 31–40 category. This indicates that Deloitte’s workforce is largely composed of young and mid-career professionals, which can significantly influence engagement levels and performance outcomes.

Table 7.3: Designation-wise Distribution of Respondents

Designation Level	Frequency	Percentage (%)
Junior Level	80	40
Middle Level	90	45
Senior Level	30	15
Total	200	100

Chart 7.3: Designation-wise Distribution of Respondents



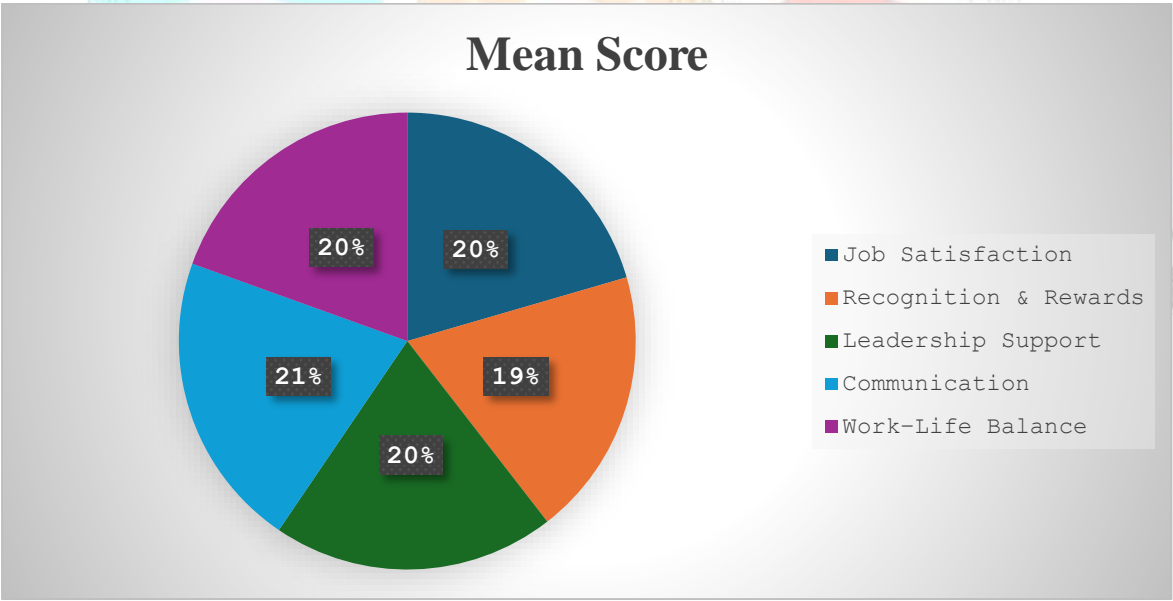
Interpretation

The table reveals that 45% of respondents belong to the middle-level category, followed by 40% from junior-level positions. This ensures that insights are largely drawn from employees actively involved in core operational and managerial roles.

Table 7.4: Employee Engagement Indicators – Mean Score Analysis

Engagement Indicator	Mean Score
Job Satisfaction	4.1
Recognition & Rewards	3.8
Leadership Support	4.0
Communication	4.2
Work–Life Balance	3.9

Chart 7.4: Employee Engagement Indicators – Mean Score Analysis



Interpretation

The highest mean score is observed in **communication (4.2)**, indicating strong internal communication practices at Deloitte. Job satisfaction (4.1) and leadership support (4.0) also show high engagement levels. Recognition and rewards scored comparatively lower (3.8), suggesting scope for improvement in incentive and appreciation mechanisms.

8. Findings of the Study

The key findings are:

1. **High Engagement Levels:** Communication, support, and job satisfaction ranked high among employees.
2. **Positive Impact on Performance:** Engagement significantly influences performance outcomes.
3. **Recognition Needs Improvement:** Recognition and reward practices need enhancement.
4. **Work–Life Balance Influence:** Employees with balanced work–life reported higher performance.
5. **Leadership Support Matters:** Leadership involvement strongly affects engagement.

9. Recommendations

Based on the findings, Deloitte can:

1. **Strengthen Recognition Programs:** Introduce performance incentives and awards to motivate high engagement.
2. **Enhance Work–Life Balance:** Flexible schedules and wellness initiatives.
3. **Continuous Feedback System:** Regular performance conversations to sustain engagement.
4. **Leadership Training:** Equip managers with skills to foster engagement.
5. **Employee Involvement Programs:** Encourage cross-functional teams and innovation projects.

10. Conclusion

Employee engagement significantly impacts employee performance at Deloitte. The study reveals a strong positive relationship between engagement practices and performance outcomes. Deloitte's existing engagement policies contribute to satisfactory performance levels. However, improving recognition, reward systems, and work–life balance initiatives can further elevate performance.

This research highlights that investment in employee engagement is not just beneficial but essential for organizational success in today's competitive business landscape.

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