

A STUDY ON IMPACT OF EMPLOYEE ENGAGEMENT AND EFFECTIVENESS AT WORK PLACE

M. Lalitha

Assistant Professor, Department of Management Sciences, CVR College of Engineering, Ibrahimpatnam,
Telangana, India

mlalitha.cvr@gmail.com

ABSTRACT

In the technology-dominated society, employee engagement and commitment are the most significant factors that grab the attention of the work and enhance performance in their job and in the organization. It is an important aspect for an employee for personal and career development. The productivity of an organization is enhanced by its best efforts and interests. The commitment of the work is observed in multiple aspects as the KSA (Knowledge Skills Abilities) and KRA (Key Result Areas) are the performance indicators in his/her profession. The sense of contentment is observed in reaching the goals and objectives of the organization. Sustainability is gained with the reflection of the positive feeling that is imbibed among the employees. The work environment is one of the significant factors in deriving happiness and making employees engaged with the work. This also influences to work for continuous hours. The designation is not just only possession of an employee but also an indication for the top management that they are motivated towards the work and the work culture. Satisfaction has a spectacular effect on the workplace and the improved result drastically. This paper mainly focuses on employee engagement and effectiveness at work place.

Keywords: Technology, Designation, Engagement, Satisfaction, Performance indicators, Productivity

INTRODUCTION

Organizational productivity is the most focused aspect and the striking pursuit in the employee life of an individual. Organizations aim to make the employees efficient, engaged and motivated in the job in the current scenario as there is a need for fresh talent and the upskilling of the workforce is expected in the near future. In the dynamic environment of the digital revolution, the output expected from an employee is high by default. The concept of employee engagement is the new trend because of the pandemic with the emergence of hybrid work model and it is becoming the top priority as the employees' psychological condition is also a part of the output of the organization. Organizations spend more money on happiness and wellness programs for employees to break out the stress to remain balanced like personal and professional

aspects. It is simple to understand that a happy and satisfied employee is more productive than a stressed and unsatisfied employee. This also affects productivity and reduces the efficiency of the employee and the organization working. Psychological competencies gain the significance to make the employees active in their work and can think better as the energy levels also support them for better working. The significance of Human Capital earlier termed as Human Resources is gaining value as the employee is expected to be multi-talented with multiple skills. This also makes them grab the opportunities and make their career ideal and goal-oriented. The energetic and enthusiastic workforce is treated as an asset and can reach the standards of individual and organizational performance. This also helps the organization to retain the employees in that organization. With all the amenities provided, a pleasant and productive working environment is the best place to work more and stay committed for a longer time in the organization. Reducing employee turnover is the most important aspect along with the facilities provided to the employees. This might be a puzzling situation in the organization's success and sustainability. To be more efficient and effective, it is necessary to keep motivated and make the staff engaged, happy and satisfied which reflects their physical, psychological, mental, and emotional behaviour at work.

REVIEW OF LITERATURE

Employee engagement and productivity along with job satisfaction play a vital and critical role in most organizations today. The contentedness and connectedness of the employee for the organization are one of the components of the employee making happy at the workplace. Wellins and Concelman (2004) suggest that "Employee engagement is the illusive force that motivates employees to higher levels of performance. Knowledge, Skills, and Abilities (KSA) are the prerequisites of every employee recruited for the position in the organization as they are the factors of the employee performance but not the contributors of the emotional feeling at the workplace. According to Barton (2002), to increase the level of job satisfaction among employees, recognition is considered the most significant aspect of non-financial rewards. The effective contribution of the staff is observed only when he/she is recognized and being in a pleasant working environment and coordination among the peers at the workplace.

The working environment is expected to have a good ambience, with basic amenities, flexibility in communication, committed team members, and physical wellness. Co-workers are a distinct part of the working environment, and employees are expected to work harmoniously with other employees (Iqbal, 2010). Team collaboration and cooperation make a huge difference in performance. It also helps to develop interactive skills, communication skills, problem-solving skills, and leadership skills. The mastery of the skills at the workplace pays the highest contribution to the personal and professional development of an employee. It is also important to identify the Key Result Areas (KRAs) of every employee which makes him/her more efficient and effective in their position in the organization. The KSA and KRA are the core

aspects that an employee can be reviewed by the superiors with the Job description and Job specification. According to Robinson (2006), employee engagement can be achieved through the creation of an organisational environment where positive emotions such as involvement and pride are encouraged, resulting in improved organisational performance, lower employee turnover and better health. Employee effectiveness at work with efficiency is reflected in the performance appraisal as it is the mirror image of the employee's skills and capabilities for individual productivity and the organizational productivity.

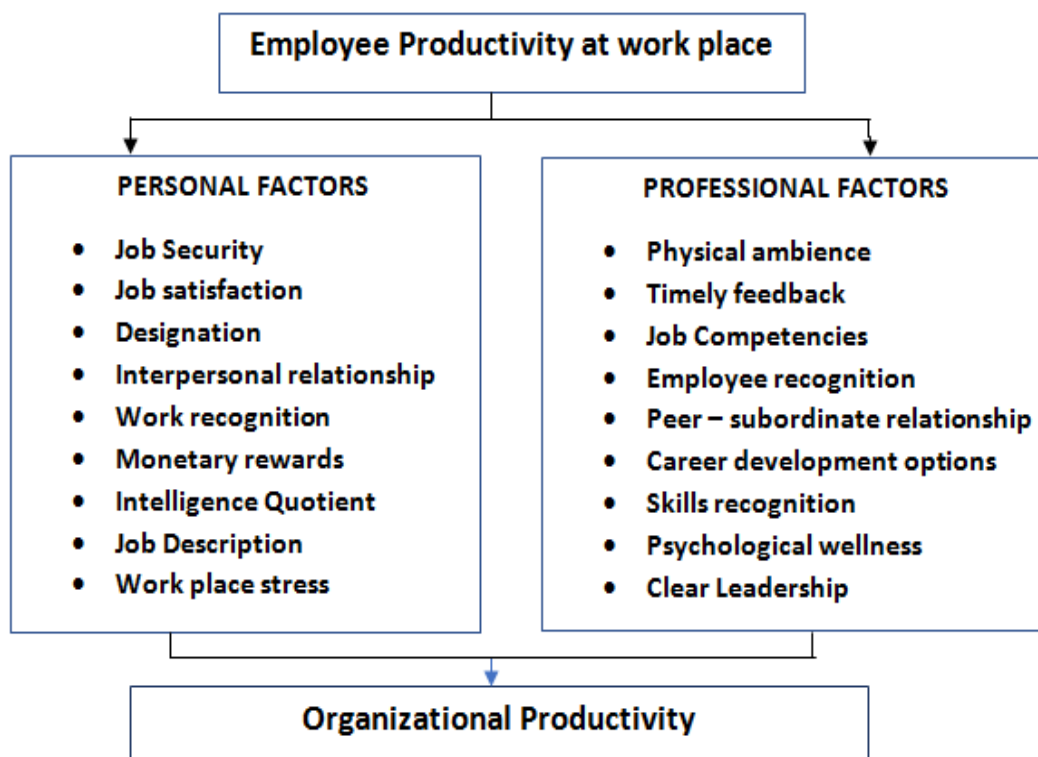


Fig 1: Factors of Employee Productivity at work place

Source: Author's compilation

Employee engagement in their job is not just to be scheduled with work for a cause or a feeling imbibed for a purpose but for being productive for the organization. It is the combination of being positive for self and making others also engaged where they work and collaborate. Chalofsky (2003) stated meaningful work as “which gives essence to what we do and what brings a sense of fulfillment to our lives.” The perfect workplace gives the flexibility and liberty to express their feeling and stay communicated and can build on a culture of trust and commitment. Effective leadership and its impact also give happiness and satisfaction is also related to the psychological competencies that the inspiration from the leader drives the followers with coordination and commitment at work. Autonomy on the job influences employee decides to stay in the organization (Spence et al.2009). The intrinsic motivation drives him/her to implement learning by doing and it is about accepting constructive criticism and turning as a master in fixing problems without feeling pressured in the job.

NEED FOR THE STUDY

The need for the study is to identify the Employee engagement and Effectiveness at work place. It is essential to know the contribution of an employee and the competency level in their job. In the digital era, making employees engaged and productive is one of the driving factors for the growth of the organization. The reason is to identify their skills and contribute better to their personal and professional growth. Effectiveness with enhanced productivity in the organization gains a competitive edge and be in the race.

OBJECTIVES OF THE STUDY

- To identify the factors of employee engagement at work place
- To analyze and study the factors related to Employee engagement and Effectiveness at work place

SCOPE OF THE STUDY

The scope of the study is confined to Employee engagement and Effectiveness at work place

RESEARCH METHODOLOGY

Research methodology is a way to solve the research problem systematically. It may be understood as a science of studying research is conducted as a research methodology has many dimensions and research methods to constitute a part of the study.

RESEARCH DESIGN

Research Design is a plan of the proposed research works. It is the arrangement of conditions for collecting and analyzing data relevant to the research purpose. This descriptive study explains the formulation of objectives and the type of data collected that would be necessary to reveal the characteristics of the context.

RESEARCH SAMPLE AND DATA COLLECTION

The study covered randomly selected employees in a few organizations in Hyderabad, Bangalore, and Kolkata. A structured questionnaire was used in gathering relevant data from employees respectively. Survey questionnaires were collected that were filled by the respondents for the study.

DATA ANALYSIS AND INTERPRETATION

The procedure of data analysis involved assessing the data collected through primary and secondary sources. The data collected were classified on their common characteristics. Tabulation was used as the basic means of data presentation. Simple percentages were used to represent the number of respondents who gave particular responses to certain questions in the questionnaire. Separate interpretations for each question were produced based on the data collected under various aspects.

A. Work Environment

1. Workplace Culture Creates a Positive Impact on the Performance of an Employee in Their Job.

Options	Work Culture (%)
Strongly Agree	62.5
Agree	16.7
Neutral	20.8
Disagree	-
Strongly Disagree	-

Table 1: Work environment

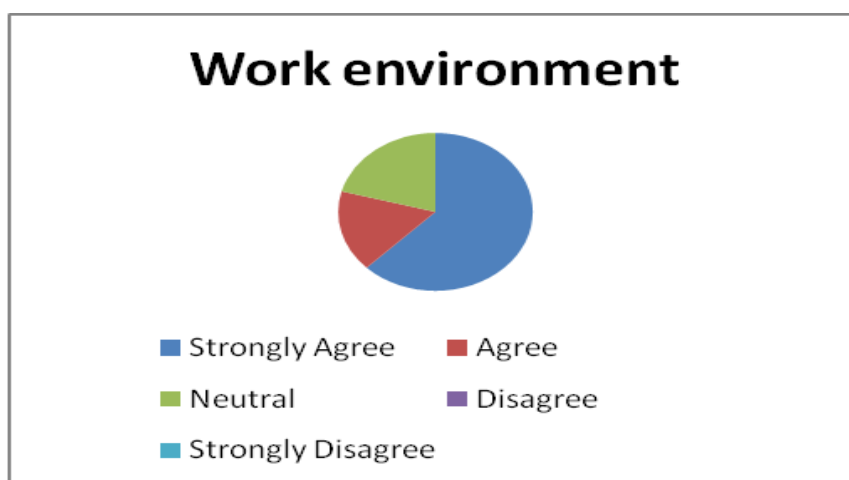


Fig 2: Work environment

INTERPRETATION

From the above interpretation, 79% of the respondents expressed that work environment creates a positive impact on the performance of their job. This shows that they enhance their performance with positive work environment.

2. Honesty, Transparency and Trust Enhance the Understanding of Peers / Colleagues / Superiors in the Organization.

Options	Honesty, trust and Transparency (%)
Strongly Agree	58.3
Agree	29.2
Neutral	8.3
Disagree	4.20
Strongly Disagree	-

Table 2: Honesty, trust and Transparency

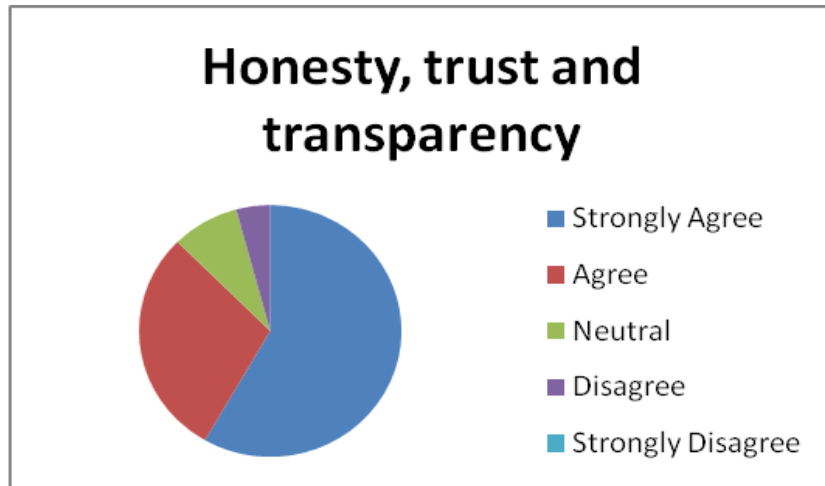


Fig3: Honesty, trust and Transparency

INTERPRETATION

From the above representation, 87% of the respondents agree that transparency and openness enhance the understanding the colleagues in the job. This also develops a strong interpersonal relationship among employees in the organization.

3. The Superior / Manager Encourage and Support with Timely Feedback about My Work.

Options	Timely feedback (%)
Strongly Agree	58.3
Agree	25
Neutral	12.5
Disagree	4.2
Strongly Disagree	-

Table 3: Timely feedback

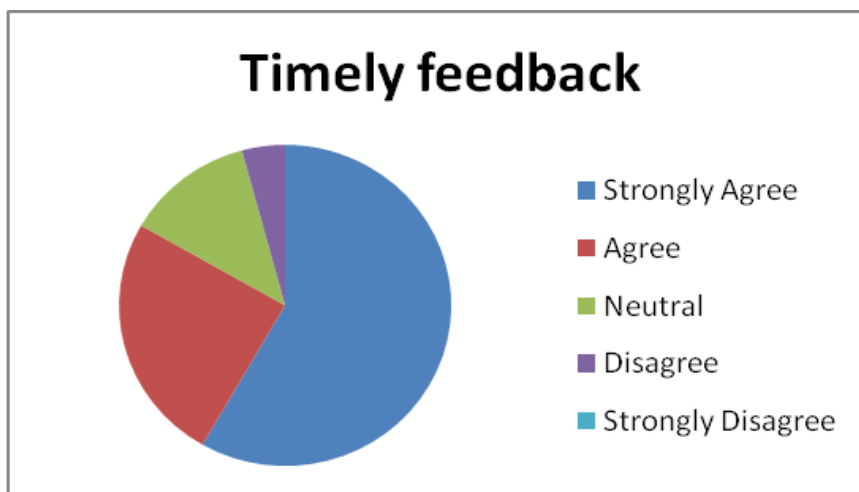


Fig 4: Timely feedback

INTERPRETATION

From the above representation, 83% of the respondents expressed that they receive feedback from their superiors or managers in an organization. Timely feedback helps the employee to learn from experience and improve further in their job.

4. Job Security and Employee Satisfaction Towards the Job Enhance Employee Performance and Produce Better Results.

Options	Job Security (%)
Strongly Agree	66.7
Agree	29.2
Neutral	4.2
Disagree	-
Strongly Disagree	-

Table 4: Job security

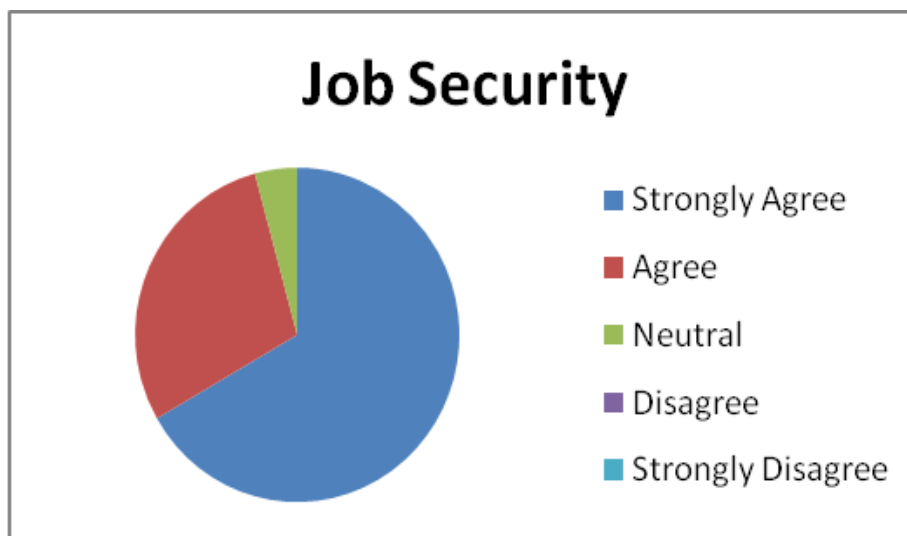


Fig 5: Job security

INTERPRETATION

From the above representation, 95% of the employees responded that job security and employee satisfaction make the employee work better and produce better results. Job security assures that employees have a foreseeable future in the long term.

JOB RECOGNITION

5. Adequate Opportunities are Offered for Promotions and Career Development in the Present Organization

Options	Career Development (%)
Strongly Agree	45.8
Agree	20.8
Neutral	16.7
Disagree	17
Strongly Disagree	-

Table 5: Career Development

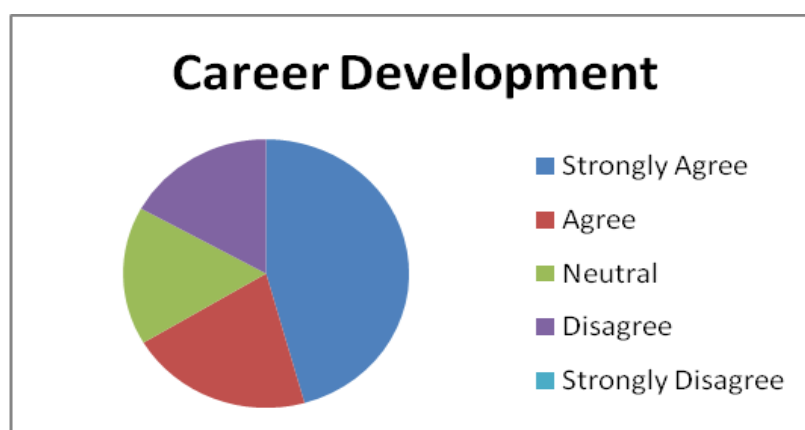


Fig 6: Career Development

INTERPRETATION

From the above graph, it is understood that 65% of the respondents are offered opportunities for promotions. The performance of the employees is increased with the identification of skills and abilities of the employees and promoting them to the respective positions.

6. The Authority Recognizes My Performance Through Regular Performance Reviews Conducted in the Organization.

Options	Performance Review (%)
Strongly Agree	41.7
Agree	20.8
Neutral	29.2
Disagree	4
Strongly Disagree	4

Table 6: Performance Review

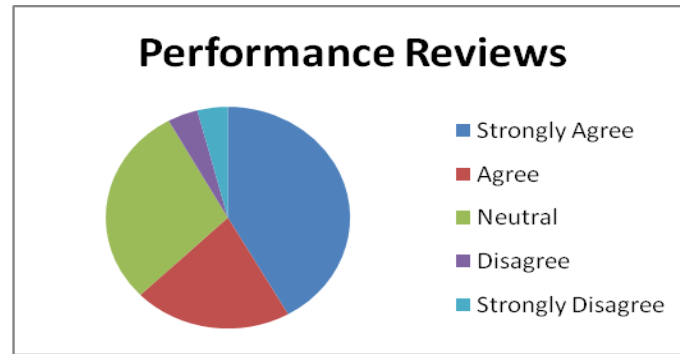


Fig 7: Performance Review

INTERPRETATION

From the above graph, the majority of the employees expressed their satisfaction that their superiors recognize their performance through regular performance reviews in the organization. Employee recognition is the major source of employee satisfaction.

7. The Job Role, Duties, And Responsibilities of Every Employee in the Organization are Clearly Defined.

Options	Duties and Responsibilities (%)
Strongly Agree	54.2
Agree	20.8
Neutral	20.8
Disagree	4
Strongly Disagree	-

Table 7: Duties and Responsibilities

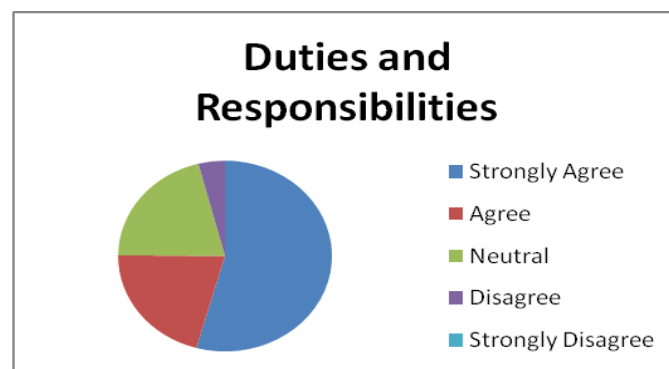


Fig 8: Duties and Responsibilities

INTERPRETATION

From the above representation, the majority of the employees expressed that the roles and responsibilities of the designation are clearly defined. It is necessary to have a clear understanding of the job and the duties to perform effectively.

TEAM COORDINATION AND INTERACTION

8. Team Collaboration is a Vital Component in Enhancing Efficiency and Increasing Productivity in an Organization.

Options	Team Collaboration (%)
Strongly Agree	70.8
Agree	20.8
Neutral	8.3
Disagree	-
Strongly Disagree	-

Table 8: Team Collaboration

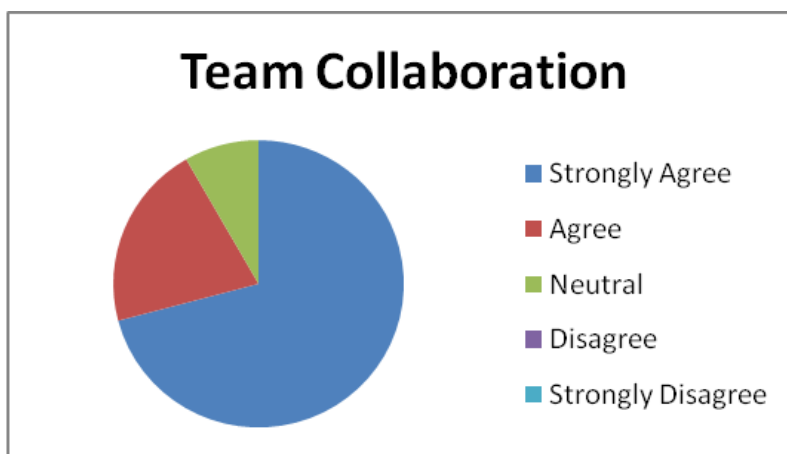


Fig 9: Team Collaboration

INTERPRETATION

From the above representation, it is observed that 91% of the respondents expressed that team collaboration plays a significant role in improving the efficiency and effectiveness of the team in an organization

9. Employee Mental Health Concern is one of the Key Factors for an Organization's Success.

Options	Employee concern (%)
Strongly Agree	75
Agree	20.8
Neutral	4.2
Disagree	-
Strongly Disagree	-

Table 9: Employee concern

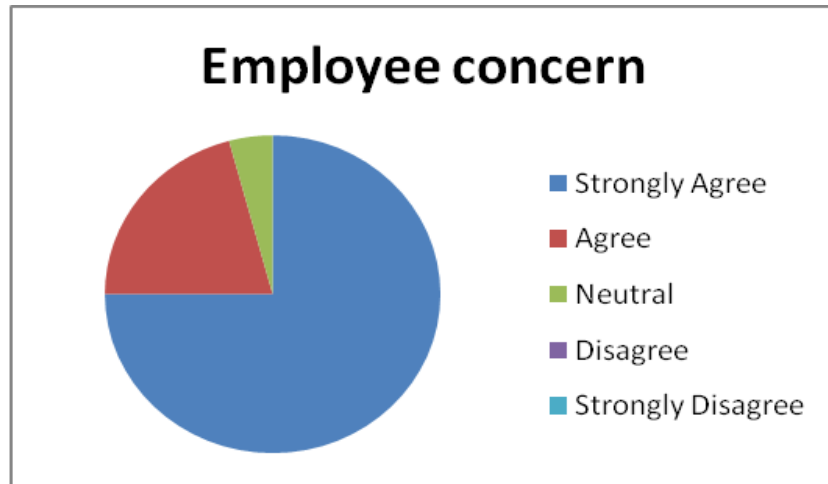


Fig 10:Employee concern

INTERPRETATION

From the above representation, 95% of the respondents expressed that making employees happy is the most significant factor for the success of the organization. Employee happiness reflects the performance in the job and retains for the long term.

10. Commitment of Teammates Towards the Assigned Task Produces Top-Quality Work.

Options	Team Commitment (%)
Strongly Agree	70.8
Agree	25
Neutral	4.2
Disagree	-
Strongly Disagree	-

Table 10:Team Commitment

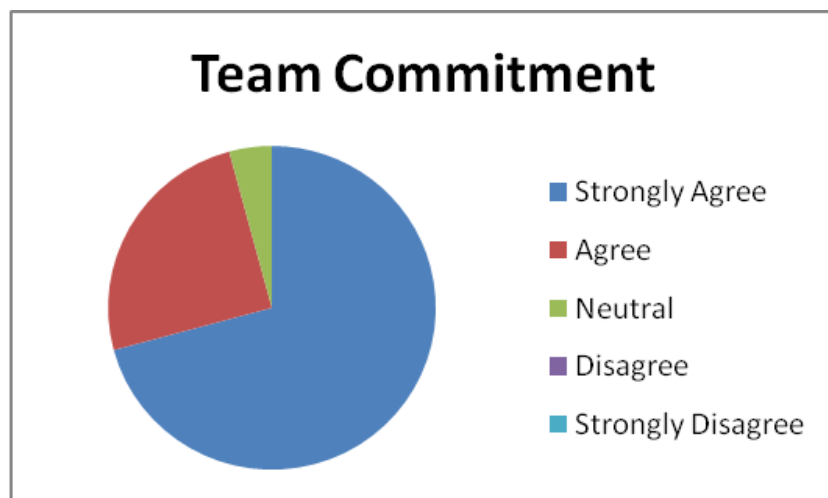


Fig 11:Team Commitment

INTERPRETATION

From the above representation, 95% of the respondents expressed that team members' commitment produces qualitative work. Sharing of information develops interpersonal skills and makes the team members committed to the work.

11. Healthy Interaction and Coordination Among the Team Members Produces Better Output.

Options	Team Interaction and coordination (%)
Strongly Agree	66.7
Agree	29.2
Neutral	4.2
Disagree	-
Strongly Disagree	-

Table 11:Team Interaction and coordination

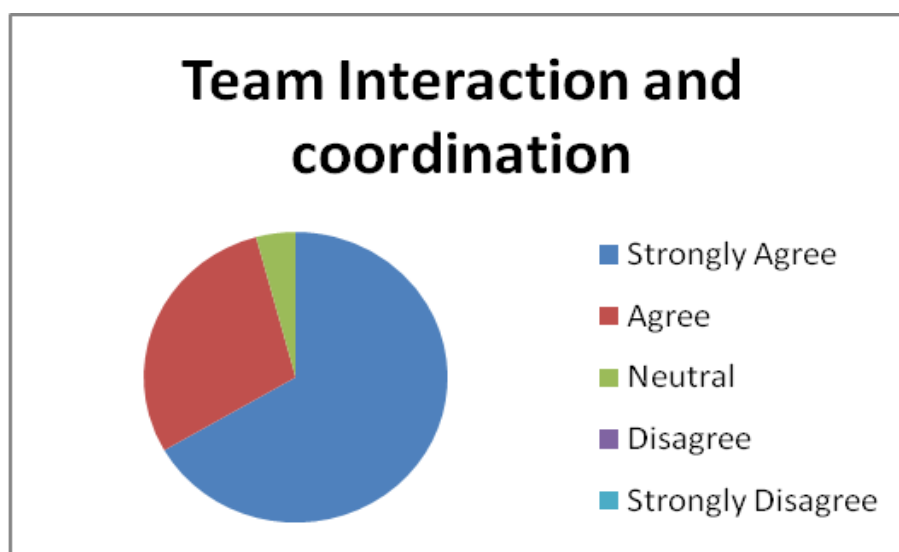


Fig 12:Team Interaction and coordination

INTERPRETATION

From the above representation, it can be observed that 95% of the respondents expressed that healthy team interaction and communication motivates the team members to produce better results. This also helps to develop communication skills and problem-solving skills through sharing of ideas to the members of the team.

WORKPLACE WELLNESS

12. Physical and Psychological Well-Being of an Employee Must be a Top Priority for Better Productivity in an Organization.

Options	Well-being of an employee (%)
Strongly Agree	79.2
Agree	16.7
Neutral	4.2
Disagree	-
Strongly Disagree	-

Table 12: Well being of an employee

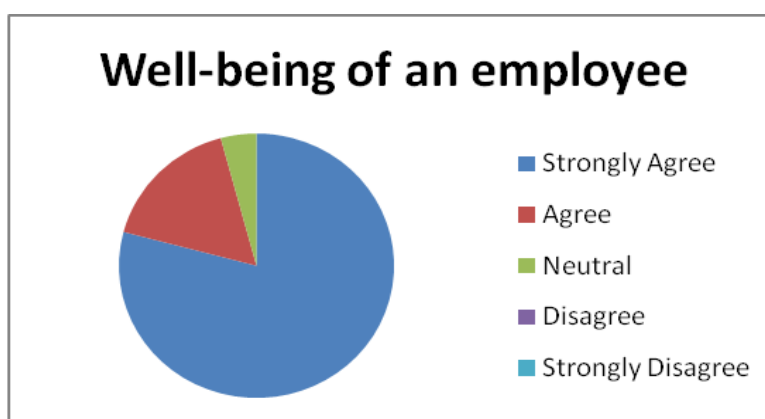


Fig 13: Well being of an employee

INTERPRETATION

From the above representation, it can be observed that 95% of the respondents expressed physical and mental wellbeing of an employee must be a top priority in an organization. This makes employees satisfied and perform better as they stay physically and mentally fit in the organization.

Personal, Professional Growth and Work-Life Balance

13. Management Cares for Interests in Career Goals for an Employee in an Organization.

Options	Concern for career goals (%)
Strongly Agree	44
Agree	24
Neutral	8
Disagree	20
Strongly Disagree	4

Table 13: Concern for career goals

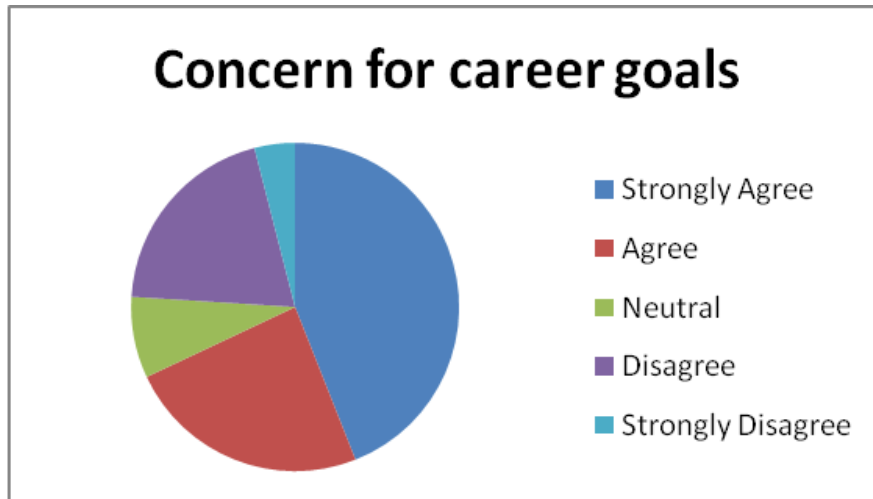


Fig 14: Concern for career goals

INTERPRETATION

From the above representation, it can be observed that the majority of the respondents expressed that the authority in their organization cares for the interests of the employees/ subordinates for their career goals.

14. The Current Working Organization May be a Good Place for My Self-Development and Career Enhancement.

Options	Self-Development (%)
Strongly Agree	52
Agree	24
Neutral	16
Disagree	4
Strongly Disagree	4

Table 14:Self development

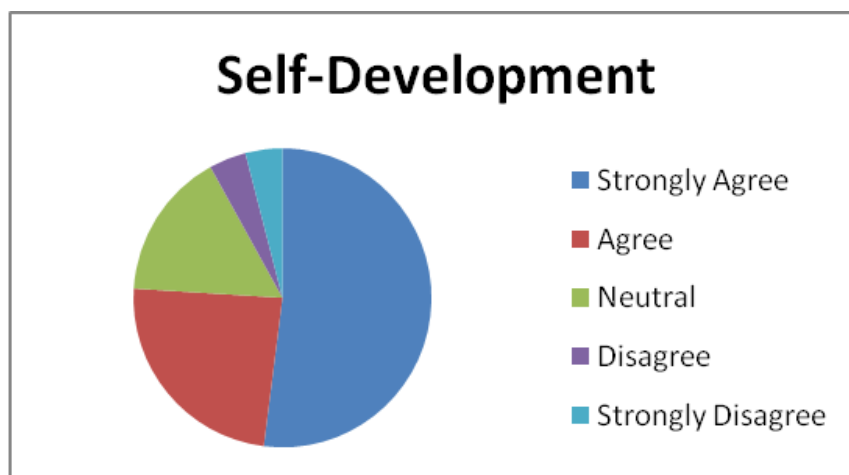


Fig 15:Self development

INTERPRETATION

From the above graph, it can be observed that 76% of the respondents expressed that the current working organization is a good place for them to develop the skills and abilities and enhance their performance in their Key Result Areas (KRAs) in their job.

15. The Current Job is Flexible Enough to Meet the Needs of my Personal Life.

Options	Job flexibility (%)
Strongly Agree	48
Agree	16
Neutral	20
Disagree	16
Strongly Disagree	-

Table 15: Job flexibility

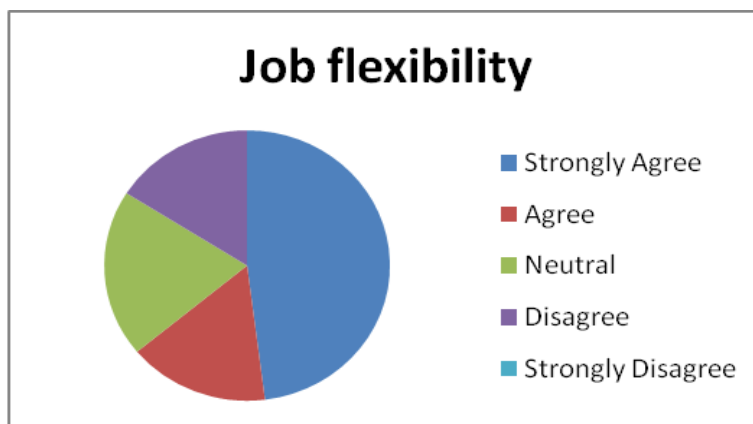


Fig 16:Job flexibility

INTERPRETATION

From the above representation, it can be observed that the majority of the respondents expressed that they can work better and meet the needs of their personal life. Work-life balance is a significant factor for an employee for personal and professional growth.

FINDINGS

- 87% of the respondents agree that transparency and openness among the team develops understanding and improves the interpersonal relationship in the organization
- It is observed that 83% of the respondents receive feedback from their superiors in their work in the organization working
- It is observed that the majority of the respondents agree that workplace adaptability enhances the employee productivity

- 95% of the respondents expressed that job security and employee satisfaction makes the employee perform better and keeps motivated
- Majority of the respondents expressed that their superiors recognize their performance through regular performance reviews
- 95% of the respondents expressed that team interaction and team commitment reflects
- Majority of the respondents are satisfied with the care, concern, and health updates provided by their organization
- Most of the respondents can develop the skills and abilities in the current working organization and feel that it is a good place for them
- Majority of the respondents expressed that they have enough time to maintain a work-life balance and meet the needs of their personal life.

RECOMMENDATIONS

- Employees must be adaptable to the work culture and the environment as the diverse demands and there is a need to understand the colleagues/peers/superiors at the workplace for better performance
- Constructive and regular feedback keeps the employee encouraged and focused to meet the expectations of the management
- Employee promotions foster an environment where individuals can work together and are intrinsically motivated for personal and professional growth by performing effectively
- Performance reviews conducted on regular basis helps the organization to identify the weak areas of the employees and provide training sessions to improve their performance
- Job satisfaction is observed from the employee if he/she is designated in the right position to utilize their Knowledge, Skills, and Abilities to the extent possible at the workplace

CONCLUSION

High-performing employees are an asset for the organization if they are efficient, engaged and satisfied with the monetary, non-monetary rewards, and other benefits. Job is the opportunity to utilize and excel their skills and abilities at the workplace. The productivity of the organization is dependent on the collective effort of the employees working. It is reliable on the service rendered by the manpower existing with the efficiency and effectiveness only if they are satisfied with the amenities provided. It is a challenge for an organization to attract the workforce if they leave only for the cause of dissatisfaction and discontentment in their job. There is a scope for the organizations to exercise on the working conditions and necessities to retain the employees for productivity, sustainability and enhancing the performance in the long term.

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