



A SHORT STUDY ON EMPLOYEE ENGAGEMENT PRACTICES AND ITS EFFECTS ON EMPLOYEE PERFORMANCE

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ABSTRACT:

This paper throws light on the cutting-edge technology topic "employee Engagement". This is one of the fundamental issues of the company. This subject matter is gaining significance in companies because of the numerous motives which can also prove to be essential for its boom. On this paper, the various factors were studied that have their effect on the personnel engagement applications. The observations were achieved on the 50 respondents of various massive and small organizations which adopt the employee engagement program. A questionnaire was prepared and number one records were gathered. The respondents have been asked the questions related to the numerous programmes undertaken via the businesses for HR practices. The numerous statistical tools have been applied to draw the results and find the conclusion.

This look at basically makes a speciality of the truth that if any of the factors discussed in this examine are omitted then the achievement of the engagement programmes can not be carried out. Throughout the research, it was found that the elements like demographic factors, the agencies' inner environment, the pinnacle degree management's hobby etc. were the primary motives affecting the engagement programmes. So there's the urgent need to pay attention to the topic by means of the corporations. It's far the need of the hour that corporations need to increasingly convert from traditionalism to the cutting-edge studying and individualized agencies. With developing opportunity and greater glide of records, personnel these days want to be inside the fine places of work coping with the satisfactory ideal responsibilities and revel in extra autonomy.

KEYWORDS:

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PAPER ACCEPTED DATE:

26th July 2024

PAPER PUBLISHED DATE:

30th July 2024

INTRODUCTION

Employee engagement illustrates the dedication and energy that personnel carry to their work and is a key indicator of their involvement and determination to the employer. Personnel who're engaged are extra effective, content material and much more likely to be unswerving to a company. While organizations put sound HR practices in region, they're much more likely to find out that employees feel glad, secure and could paintings to their complete capacity and which means they're more likely to stay put. Employee engagement is probably one in every of the most important challenges faced by the companies presently. Regardless of the cutting-edge pleasure concerning employee engagement, few groups apprehend the effect or the way it is able to force company results.

IMPORTANCE

An engagement issue can gift itself in diverse forms – recruitment troubles, low work exceptional, high absenteeism or talent retention. Earlier than you start designing your worker engagement programmes, do you recognize what motivates your personnel to carry out

their quality and stay of their jobs? What areas have to you consciousness directly to decorate your engagement so that you can retain talents, nurture personnel into emblem ambassadors, increase productiveness and gain business enterprise dreams? Finding out the basis causes thru studies interventions together with employee engagement surveys, culture values assessments and focus organization discussions is the first step in addressing these human beings associated demanding situations.

Our annual country wide worker Engagement Surveys and enterprise surveys monitor key factors that have an impact on worker engagement and areas that CEOs, HR specialists and practitioners can also need to awareness directly to increase engagement stage. The that means of engagement is the quantity to which people cost, enjoy and accept as true with in what they do. The engagement relies upon at the factors like motivation, pleasure and effectiveness of HR practices in an business enterprise.

It is the want of the hour that, groups need to increasingly convert from traditionalism to the modern getting to know and individualized companies. With

growing opportunity and extra flow of statistics, employees nowadays need to be inside the satisfactory workplaces managing the quality perfect obligations and experience extra autonomy. therefore, enticing the employees to the paintings as in keeping with their competency level ought to occupy the centre level not handiest for the HR department however additionally for the immediate bosses. The extent that an worker believes within the challenge, cause and values of an company and demonstrates that commitment via their actions and their mindset toward the company (each inner & external) will decide the worker pride toward his/her work. worker engagement is excessive while the statements and conversations held mirror a natural enthusiasm for the employer, its employees and the goods or offerings furnished. worker engagement is the degree of commitment and involvement an worker has toward their business enterprise and its values. An engaged employee is aware about commercial enterprise context, and works with colleagues to improve overall performance inside the activity for the benefit of the agency.

EMPLOYEE ENGAGEMENT:

In other phrases, employee engagement may be defined as: "The degree to which an worker is emotionally bonded to his/her employer and is passionate about the paintings that without a doubt matters". The company have to work to develop and nurture engagement, which requires a two-manner dating among organization and worker. thus worker engagement is a barometer that determines the association of a person within the enterprise. worker engagement is not just the process of engaging the worker productively.



It additionally expects the corporation to pave the way to make certain that the personnel are stimulated to install their great efforts for the wealth maximization. This requires building loyalty that may inject dedication in doing first-rate paintings. The challenge must be nicely defined and supported by means of nicely set organizational plans and rules for its attainment. The management is likewise to provide with the set of equipment and material which are necessary for acting the venture efficiently.

RETENTION

Employee Retention refers back to the ability of an organization to maintain its employees. The worker Retention is considered as method, based totally on the attempt through which business enterprise attempts to hold the employees. employee Retention involves taking measures to inspire employees to stay in the corporation for max length.

Exact Human resource control [H.R.M] practices inside the region of reimbursement, reward, career development, manager's guide, and lifestyle and work environment can help to improve retention. other factors as said with the aid of Stein, Beck and Clark, which impact employee retention are work environment, manager's support, business enterprise picture, employee cost suit, remuneration, reward, popularity, employee profession development and so on.

A few different factors are self assurance in the agency and leadership, room for personnel to develop, a honest trade between organisation and worker, an surroundings for fulfillment and authority, paintings environment and corporation-worker value suit.

COMMITMENT

Dedication can be define as each a willingness to persist in a path of movement and reluctance to change plans, regularly due to a sense of obligation to stay the course. humans are concurrently devoted to a couple of entities such as financial, instructional, famital, political and religious institution. additionally they commit themselves to the precise individual such as their spouses, youngsters, mother and father and siblings in addition to to their employers, co-people, supervisors and clients. dedication has emotional thing i.e. effective feeling or experience in the direction of an entity or individual to whom they have got made dedication.

MOTIVATION

Employee Engagement can be described as an worker work environment wherein personnel are stimulated, excited, very well involved and engrossed of their work, contribution and inclined to offer their strength to accomplish paintings dreams.

Employee motivation is a counting task at work. in particular in paintings surroundings that don't emphasis employee pleasure as a a part of an embraced and supported basic commercial enterprise but understand because the strength of dreaming and what employee need to accomplish in his/her existence.

Each business enterprise nowadays have to have retention rules including higher remunerations, operating surroundings, welfare, health, safety regulations to reduce the attrition charge. There have to be a few motivational application so that employee sense dedicated and inspired which in turn no longer most effective improves the manufacturing however at the same time improves the organization's photograph. This research basically objectives to observe the worker's stage of retention, dedication and motivation thru worker Engagement

applications in southern Rajasthan.

LITERATURE OF REVIEW

Employee engagement is a complex, broad construct that subsumes many well researched ideas such as commitment, satisfaction, loyalty and extra role behavior. An engaged employee extends themselves to meet the organization's needs, takes initiative, reinforces and supports the organization's culture and values, stays focused and vigilant, and believes he/she can make a difference (Macey, 2006). In practice, organizations typically define engagement as being a part of the organization, having pride and loyalty in the company, being committed, and going "above and beyond the call of duty".

THE REVIEWS DONE ON THE SUBJECT ARE AS FOLLOWS:

- Rafferty, Maben, West and Robinson, 2005; Melcrom Publishing 2005, Ellis and Sorensen 2007 The concept is relatively new for H.R.M. and appeared in the literature for newly two decades.
- Robinson 2004 states that neither commitment nor organizational citizen behavior reflect sufficiently two aspect of engagement is two way nature and the extent to which engaged employee are expected to have an element of Business awareness, even though it appears that engagements overlaps with commitment and organizational citizen behaviour
- Simon L. Albrecht in "Handbook of Employee Engagement" provides many new insight and areas for future research combining excellence balance of academic perspective and application. It talks of Organizational Behavior, development and Organizational Psychology.
- Dale Carnegie in book "50 Employee Engagement Ideas and Tips" Dale Carnegie Training released a research study that identifies the main drivers of employee engagement .The study findings provides a benchmark for employee engagement ideas to impact their teams. It identifies 50 employee engagement ideas that help organization and leaders build a culture of engagement.
- Ahmad Puad Matsome and Benjamin Balbuence in article "Motivational factor of employee retention and engagement in organizations shows some of the motivational factor which leads to engagement.
- Kahn 1990 defined employee engagement as 'the harnessing of organization members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. The cognitive aspect of employee engagement concerns employees' beliefs about the organization, its leaders and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organization and its leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles.
- [Kahn 1990], engagement means to be psychologically as well as physically present when occupying and performing an organizational role. Engaged employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward (Gallup, 2004). In contrast to this, not-engaged employees are sleepwalking their workday, putting time but not energy or passion into their work. They don't have productive relationships with their managers or with their coworkers. Actively disengaged employees aren't just unhappy at work; they are busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.
- Baumruk, 2004; Richman, 2006; and Shaw, 2005) or the amount of discretionary effort exhibited by employees in their job (Frank et al. 2004).
- Development Dimensions International (DDI, 2005) defined engagement "The extent to which people value, enjoy, and believe in what they do". It also states that its measure is similar to employee satisfaction and loyalty. A leader, according to DDI, must do five things to create a highly engaged workforce. They are: align efforts with strategy; empower people; promote and encourage team work and collaboration; help people grow and develop; and provide support and recognition where appropriate.
- Robinson et al. (2004) defined engagement similar to the established constructs such as 'organizational commitment' and 'organizational citizenship behavior' (OCB). It is a positive attitude held by the employee towards the organization and its values. An engaged employee is aware of the business context and works with colleagues to improve performance within the job for the benefit of the organization.
- According to Maslach et al. 2001, six areas of work-life lead to either burnout or engagement: workload, control, rewards and recognition, community and social support, perceived fairness and values. They argue that job engagement is associated with a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work. Like burnout, engagement is expected to mediate the link between these six work-life factors and

various work outcomes.

- Corporate leadership Council 2004 defined employee engagement as “the extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of that commitment”.
- Erickson, It is a desirable condition, where an organizational connotes involvement, commitment, passion, enthusiasm, focused effort, and energy among employees. So it has both attitudinal and behavioral components.
- Hewitt, 2005 Engagement is the measure of an employee’s emotional and intellectual commitment to their organization and its success. It is an outcome of employees’ organizational experiences that are characterized by behaviors that are grouped in to three categories: say, stay and strive.
- Seijts and Crim 2006 employee engagement means a person who is fully involved in, and enthusiastic about, his or her work. Engaged employees care about the future of the company and are willing to invest the discretionary effort to see that the organization succeeds.
- Brown (2006) viewed engagement as a progressive combination of satisfaction, motivation, commitment and advocacy resulting from employees’ movement up the engagement pyramid. Employee engagement can be considered as cognitive, emotional and behavioral. Cognitive engagement refers to employees’ beliefs about the company, its leaders and the workplace culture. The emotional aspect is how employees feel.
- K. A. and Wakefield, M. 2008; As a matter of course, the hard issues such as time, staff and financial requirements would automatically be considered by the implementation team during the re-organization, however the softer issues such as the culture, leadership and motivation might not be given the same priority.

OBJECTIVES OF THE STUDY

The objectives of the study are as follows:

1. To look at the elements affecting personnel engagement programs.
2. To look at the effectiveness of engagement packages on retention of employees inside the business enterprise.

RESEARCH METHODOLOGY

The questionnaire changed into designed and the questions were asked by way of the respondents about the engagement programmes. The various factors which affect the engagement programmes have been placed up within the questionnaire had been as under:

dedication , effective verbal exchange , working conditions, HR practices, health and protection measures, social safety, wages and profits, incentives, fringe advantages, hobby of pinnacle stage , relation of employees with the top degree management, delegation and participation.

The 50 respondents working within the banking and coverage sectors were asked to fill the questionnaire .on this sample the employees running in the organisation at numerous ranges were taken into consideration. The response turned into excellent and almost all the queries have been attended in an advantageous manner.

A questionnaire become designed which become divided into two sections A and B. segment A consist of 10 questions related to the private information or demographic elements and phase B consist of 15 questions related to the observe, it consist of the alternatives agree, disagree and the factors score from 1 to the commonplace aspect and 10 to the least common element.

DATA ANALYSIS AND INTERPRETATION:

In step with the records collected the effects drawn had been as follows:

1. The respondents were requested the questions about the most common component influencing the engagement programmes. The respondents gave the best rank 1 to HR practices which affect the engagement programmes the most and least common component ranked become delegation from among the 13 general elements influencing engagement programmes.
2. The subsequent most not unusual elements have been operating situations ranked 2, and 3 rank became given to wages and salary. At 4 the aspect relation between employees and pinnacle managers were ranked.
3. The factors such as health and protection, social security, participation, hobby of pinnacle managers were given the low ranks, as according to the respondents these had been the least influencing elements within the engagement programs.
4. 80% of the respondents agree to the question that the engagement programme is the primary device of maintaining the employees within the company
5. 10% of the respondent considers that employee engagement programme has not anything to do with retention.
6. 10% of respondents don’t recognize approximately the engagement programmes in an company.

Table-1: ENGAGEMENT PROGRAMMES INFLUENCE RETENTION OF

EMPLOYEES

Response	No. of Employee	%
Agree	40	80%
Disagree	5	10%
Don't Know	5	10%

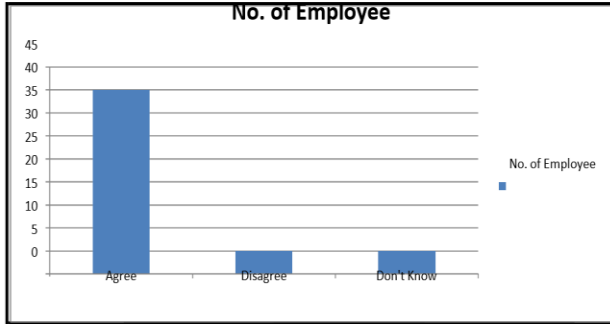
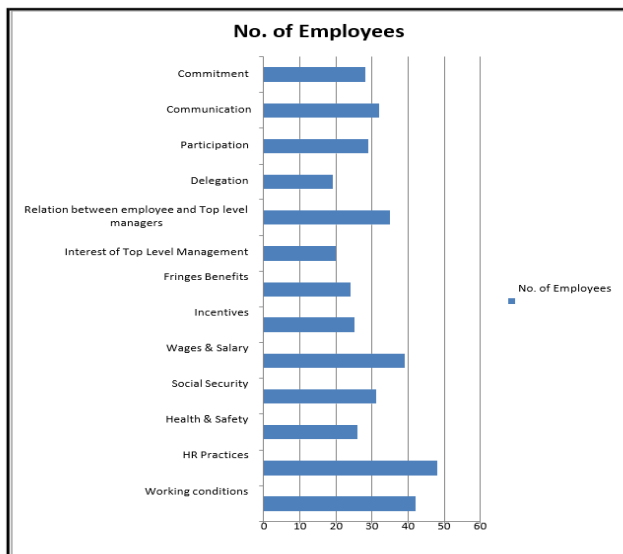


Table-2

FACTORS INFLUENCING EMPLOYEE ENGAGEMENT PROGRAMME

Factors	No. of Employees	%	Rank
Working conditions	42	84	2
HR Practices	48	96	1
Health & Safety	26	52	9
Social Security	31	62	6
Wages & Salary	39	78	3
Incentives	25	50	10
Fringes Benefits	24	48	11
Interest of Top Level Management	20	40	12
Relation between employee and Top level managers	35	70	4
Delegation	19	38	13
Participation	29	58	7
Communication	32	64	5
Commitment	28	56	8



FINDINGS

According to the analysis it was found that the factors influencing the engagement programmes are different in every organisation. It was due to the reason that in every organisation the factors vary because of the organisation structure, organizational climate, and its work culture. The results also depends upon the personal ideology of the respondent and, their believes , however it will be more appropriate to say that the study has given the perspective differences among the employees of the service sector. According to the study it was also found that the HR practices are the main factor influencing the engagement programmes. The study shows that the employees are more satisfied if the employers pay more attention towards their human resource and treat them as assets not as liability. The study also help us to know the least common factors like delegation , incentives , participation etc. which have least effect on engagement programme.

According to the data collected it was found that the engagement programmes have the lasting effect on the retention of the employees in the organisation. As these practices helps to build loyalty among the employees , motivated them ,and they feel committed towards the organisation. The employees are satisfied with the organisation if the employers give due attention on their engagement programmes. Many of the organisation have taken a big step towards this practice with have resulted in the growth of those.

CONCLUSION

After the study being conducted and results being drawn it is concluded that the employee engagement programme is the main area of focus in today's scenario however many of the organizations are still not aware of these programmers in developing country like India as compared to the other developed countries .

The conclusion of the study are:

1. The factors influencing the employee engagement programmes are many of them and it varies according to the structure of the organisation.
2. The most common factors is the HR practices in any of the organisation undertaking engagement programme.
3. The least common factor is the delegation, from among the factors which influence the engagement programme
4. The organisation, if want to, make a loyal and committed work force needs to concentrate on these activities.
5. The satisfaction and motivation could only be achieved if the employers try to pay attention on the needs and wants of the employees through engagement programmes.
6. The success of the organisation depends upon the success of employee engagement programme undertaken by them.

LIMITATIONS OF THE STUDY:

However, the above study also has some limitations which are as follows:

1. The respondents who were questioned were not aware of all the factors responsible for success of engagement programme
2. Some of the respondents were not able to answer the question asked due to the unawareness of the facts.
3. The study does not covers the whole lot of employees, as it was the random survey.
4. The sample taken was random, so the results can vary person by person.

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