

# Work Engagement among Employees and Its Relation to Job Performance

## Abstract

Employees who are dedicated to their work are more committed to their jobs. They are engaged in their work with full energy and are more productive as compared to the employees who fail to engage themselves in their jobs due to some mismanagement of human resource. This paper reviews two phases of employee's engagement at workplace; one is the *positive aspect* which shows that, "the employee's engagement is not only for the up-liftment of organization but their relationship with their co-workers as well". The one who coordinate with both is counted among commendable job performer (i.e. who give growth, innovations and out of the box thinking) and Negative aspect is related to the turnover or search for another workplace which can satisfy the later. This paper identifies the key role of human resource to motivate the already engaged or satisfied employees to maintain their enthusiasm and to find out the ways to satisfy the employees with turnover intention. As a solution to the problem, Leadership training can be effective tool to enhance the positive employees and boosting negative or dissatisfied employees in an appropriate manner to have the positive change can make the big difference to employees and organization.

**Keywords:** Work Engagement, Satisfaction And Dissatisfaction In Job, Mismanagement, Job Performance, Leadership Training As Effective Tool

## Introduction

To thrive in today's highly competitive and economic environment, organizations must employ a workforce that is proactive as well as committed to perform at high standards. The employers who are focused on building and maintaining work engagement among employees mostly experience beneficial outcomes such as high job performance, strong financial returns, and a positive corporate image. Work engagement refers to the relationship of the employee with his or her work, whereas employee engagement may also include the relationship with the organization. The perspective of this paper is to define that the engaged employees have high level of energy and are enthusiastically involved in their work. Employees who are more engaged in their work find it more enjoyable and they turn their enjoyment into more effective action. Work engagement is predictive of a variety of job-related outcomes such as in-role performance, extra-role performance, and active learning. However, despite the popularity of work engagement and its relationship with performance in organizations, there remains a dearth of empirical research on engagement in the academic literature with respect to employee performance on the job. Most of the engaged employees come up with positive results such as growth and innovation in the organization. On the other hand employees who don't find their job enjoyable, leads their organization to the negative results (it can be high turnover as well).

## Review of Literature

Jena,K.,L., Pradhan, (2017) The aim of this paper is to propose a conceptual model of employee engagement that will help employees to contribute toward organizational and societal goals in meaningful ways. The paper strives to expand our understanding of employee engagement and addresses concerns regarding an apathetic treatment by practitioners. Shaikh, M., Jindal, P., "Talent Mngement through Employee Engagement in Hospitality companies." The main motive of the study is to find out main employee engagement components those have the significant role in talent management and retention & to find out the gap between the employees perception and HR's perspective about engagement activities. This study results as the highest score is obtained by component 'People followed by Work', Company Practices, Quality of Work, Total Rewards and Opportunities in the order. It



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is seen that the least scores are obtained by key components Opportunities and Total Rewards. Happy employee makes satisfied customers- this motto will motivate employees to work further in the engagement area. The availability of talent in a company will be influenced by engagement activities. Vokic, P., N., Hernaus, T., (2015)“The triad of job satisfaction, work engagement and employee loyalty – The interplay among the concepts” This study examined the relationship between the three critical HR outcomes at the individual level. Job satisfaction, work engagement and employee loyalty is defined in this study. There is relationship between job satisfaction, work engagement and employee loyalty. Job satisfaction positively influences work engagement and employee loyalty. Work engagement mediates the relationship between job satisfaction and employee loyalty. Lazonick (2014), focused in their study about the organization is the group of people and the opportunities or challenges that come with administration of an organization. It mainly deals with people-related issues that arise inside the organization. Siddhanta & Roy (2012) explored in their study about implications for theory, further research and practices by synthesizing modern 'Employee Engagement' activities being practiced by the corporate with the review of findings from previous researches / surveys. Shashi (2011) explained in her study the importance of employee communication on the success of a business. An organization should realize the importance of employees, more than any other variable. This is the most powerful contributor to an organization’s competitive position. Sundaray, B., K.,(2011) focused on various factors which lead to employee engagement and what should company to

**Drivers of Work Engagement**



There are key drivers that lead to employee work engagement which are common in most business organizations. This paper attempts to

do make the employees engaged. Proper attention on engagement strategies will increase the organizational effectiveness in terms of higher productivity, profits, quality, customer satisfaction, employee retention and increased adaptability.

**Research Problem**

Nowadays, every employer is keener in knowing what can actually engage or disengage employees. Thus, this study is an attempt to know the role of human resource to conduct time to time surveys so that they can design or redesign the existing policies and can implement key changes in order to increase the positive job performance in order to retain the best talent of engaged employees.

**Objectives of the Study**

Major objectives of the study are

1. To investigate the relationship between work engagement, job performance and organizational commitment.
2. To suggest the best practices needed to improve work engagement so as to reach the positive job performance.

**Work Engagement**

Work engagement among employees is defined as the emotional state of an employee that how much he/she is involved and committed at his/her workplace. It proposes that employees will be highly motivated to engage in their jobs when jobs are based on a fair and balanced system of exchange. This exchange relationship then evolves over time into trusting, loyalty and mutual commitment. This study will help an organization to find the reasons why employees decide to engage more or less on their work, either positively or negatively and why they decide to stick with same organization for long.

identify the main drivers of work engagement within the firm.

**Leadership**

This factor comprises of various indicators of effective leadership behavior. Effective leadership supports engagement reflected self-awareness, communication of information, transparency, and respectful treatment of employees and organization's standards of ethical behavior. Leadership according to engagement literature provides meaning and challenge to assigned workforce; whereby leaders support their employees and provides them a blame free environment. As a result, employees develop trust in their leaders and management, and in return they fulfill their obligations to the organization by becoming more engaged. Therefore result is developed as follows:

**Leadership is Positively Related to Employee**

**Work Engagement****Organizational Justice**

It is a term based on fairness perceptions. If employees perceive an organization is fair and just to them, then they will be more inclined for their work by increasing their engagement, in accordance to the exchange ideology. Organizational justice is concerned with the ways through which employees determine if they have been treated fairly in their jobs or not. It influences employees' attitude and behavior and consequently their performance and the organization's success. Therefore, result is developed as follows:-

**Organizational Justice is Positively Related to Employee Work Engagement**

**Compensation and Benefits**

It involves both financial rewards, and non-financial benefits such as recognition and other perks such as: on-site day care, employee assistance programs, subsidized cafeterias, travel discounts, extra holidays and others. The level of employee work engagement and their job performance depends upon the attractiveness of compensation and benefits provided by their organization. Once the workforce gets the rewards and recognition they feel delighted and become more engaged in their job. Employees who get distinctive rewards and benefits are recognized for their outstanding work in comparison to the employees who do not get extra perks. A well-defined recognition and reward system allows employees to effectively differentiate between good and poor performers. What gets recognized gets repeated. In support of literature, the factor of rewards and recognition remains a significant predictor of engagement. Therefore, result is developed as follows:-

**Compensation is Positively Related to Employee Work Engagement**

**Culture**

A positive corporate culture results in happy employees who want to come to work every morning. An organization's culture includes HR policies and procedures which include recruitment practices, flexible timing, work-life balance policies, performance management and safety issues. To create a culture of engagement at workplace, HR

systems need to work hand in hand with other managerial practices when dealing with employees.

**Recruitment Process**

It involves dealing with employees starting from the selection process to the end of the contract to maximize the person-job fit which is important for further employee engagement.

**Flexible Timings**

Flexitime permits the employees to vary their start and finish times provided a certain number of hours are worked.

**Work Life Balance**

It is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. There exists a positive correlation between flexitime and work-life balance and employee engagement.

**Performance Management**

It sets meaningful goals and builds trust between employer-employee relationships.

**Health and Safety Measures**

Encouraging employee's health and safety programs reinforces employee engagement. Such as; programs for alcohol and drug addiction, stress management training, counseling and safety training etc. Therefore, result is developed as follows:-

**Work policies and procedures is positively related to work engagement**

**Training and Development**

Training, development and learning in one way are supposed to be an intrinsic motivator that supports employees' growth and enhances individual development plans by fulfilling basic human needs. In the other way; It can also be perceived as an extrinsic motivator, as it provides employees with resources, knowledge, skills and competencies which helps an employee in goal achievement and career growth. Furthermore, these job resources motivate them to dedicate more energy and time in their work. Therefore, result is developed as follows:-

**Training and development is positively related to employee work engagement**

**Job Performance**

Engagement is related to better job performance. For instance, engaged contact workers produce better service quality in comparison to the employees who are not satisfied with their jobs. For e.g. the more engaged university students feel, the higher their next year's Grade Point Average; the higher the level of work engagement among employees the better their in-role performance at workplace.

There are various possible reasons why engaged employees show better performance than non-engaged employees:

1. They often experience positive emotions;
2. They experience better health;
3. They create their own job and personal resources;
4. They transfer their engagement to others (cross-over)

**Research Methodology**

The data has been collected through secondary means. Comparative analysis of facts of

some "top companies and worst companies to work for" has been taken so exploratory and qualitative methods are being used.

#### **Data Collection**

Secondary data has been collected basically from published summaries, sources, such as articles, books, journals, etc. secondary data was mainly collected from Google Scholar website (<http://scholar.google.com>) which provides so many articles and researches.

#### **Research Finding and Conclusion**

Although no company openly announce its lowest employee retention rate but somehow this data helped to make all of us understand about the importance of work engagement among employees and its relation to job performance.

Below is the comparative analysis between top company and worst company to work for in India and abroad:

#### **Best Company to Work for (Economic Times Survey 2016)**

Godrej Consumer Products Limited

What they do: manufacturing and production

Head count: 2228

Gender diversity (F/M): 1:14.6

Rank 2014: 7

It is the cultural empowerment, recognition, engagement and happy work environment that make CGPL a great place to work. "For us the critical things are three dimensions: of being able to provide our employees with great careers, great rewards and great engagement and also a fourth dimension of great environment says Vivek Gambhir, Managing Director CGPL.

#### **Worst Company to Work for (Yahoo Finance)**

Company: Forever 21

What they do: budget clothing retailer

No of employees: 35000

Industry: Retail

Rating: 2.5

No of reviews: 2000

CEO approval rating: 29%

Of the roughly 2,000 employees who reviewed budget clothing retailer Forever 21, only 28% said they would recommend working at the company to a friend. The average score for employee experience was just 2.5 out of 5. Some employees said they enjoyed the fun workplace environment and also appreciated the employee discount they received. But many followed up by adding that the perks simply were not enough to make up for the poor compensation and long hours. One reviewer stated, "This Company is known for not treating their employees well. Whether you're a sales associate or have a full time management position, expect to be overworked and underpaid." According to Glassdoor's list of salaries, sales associates earn just \$8.99 per hour.

#### **Conclusion**

This study focuses on the importance of employee's work engagement at workplace and examines its relation to job performance. It examines the organizational environment and their strategies in order to show better job performance. Facts of two big

companies have been shown above to understand the importance of engaged employees over non engaged ones. In the chapter of literature review some points were discussed like meaning of employee's work engagement, key drivers of work engagement (Leadership, organizational justice, compensation and benefits, culture, training and development etc.). This paper focus on the impact on job performance of an employee due to the kind of environment provided to him/her at his/her workplace. Moreover, it has been seen that the employee who develop a healthy relation between his organization and peers is more enthusiastic than others. Therefore, if a company who wants to be the best place to work for among all others in terms of building employee engagement and don't want to let its employee switch over other place because of bad HR practices then it has to improve its overall organizational culture. These companies have to improve their training procedures so as to satisfy each and every individual need in order to overcome employee retention.

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