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A Study of Impact of Employee Engagement in An Organization

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ABSTRACT: Employee engagement has emerged as a critical factor influencing organizational success in today's competitive business environment. This study investigates the relationship between employee engagement and various performance outcomes within organizations. Drawing upon data collected from a diverse sample of companies across different industries, the research explores how engagement levels affect productivity, employee turnover, customer satisfaction, and financial performance.

The study employs a mixed-methods approach, combining quantitative surveys with qualitative interviews, to capture both the breadth and depth of the impact of employee engagement. Quantitative analysis reveals significant correlations between engagement levels and key performance indicators, demonstrating that higher levels of engagement are associated with increased productivity, lower turnover rates, higher customer satisfaction scores, and improved financial performance.

Furthermore, qualitative insights from interviews with employees and managers provide a deeper understanding of the mechanisms through which engagement influences organizational outcomes. Themes such as communication, leadership, recognition, and opportunities for growth emerge as critical factors shaping employee engagement and contributing to organizational success.

Overall, this study contributes to the growing body of research on employee engagement by providing empirical evidence of its impact on performance and success. The findings underscore the importance of fostering a culture of engagement within organizations and highlight actionable strategies for leaders and managers to enhance employee engagement and drive positive outcomes.

KEYWORDS: Research Paper, innovation, automation, data analytics, cloud computing,

I. INTRODUCTION

The benefits of an engaged workforce extend to almost every aspect of business performance. Great organizations understand the impact of employee engagement and invest in enabling a positive work culture.

And companies that measure and track employee engagement have a greater chance at adapting to disruption and coming out unscathed in times of turmoil. They are faster at getting teams onboard with changes because they have the systems in place to communicate clearly and set expectations.

If you're on the fence about whether prioritizing employee engagement at the core of your business strategy is critical, then let's look at the overall impact of employee engagement on your business.

To fully understand the impact of employee engagement, it helps to start with a baseline for what we are talking about here. Employee engagement is the level of connection employees feel toward the organization and the work that they do.

Commitment and motivation are key factors of engagement, and they exist when people are aligned with the company values and goals within the organization. Resources, transparency, and strong communication also play a role in how employees feel about their company.



II. NEEDS AND SIGNIFICANCE

NEEDS

Employee engagement is influenced by various factors that fulfill the needs and expectations of employees within an organization. These needs can be broadly categorized into several key areas:

1. **Meaningful Work:** Employees seek roles that provide them with a sense of purpose and fulfillment. They want to understand how their work contributes to the organization's goals and makes a difference. Providing meaningful work involves aligning individual tasks and responsibilities with the broader mission and vision of the organization.
2. **Recognition and Appreciation:** Employees desire recognition and appreciation for their contributions and achievements. Acknowledging their efforts and accomplishments, whether through formal recognition programs, praise from managers, or peer recognition, helps foster a sense of value and motivation.
3. **Opportunities for Growth and Development:** Employees want opportunities to learn, grow, and advance in their careers. Providing access to training programs, skill development initiatives, career advancement paths, and challenging assignments demonstrates a commitment to employee development and helps retain top talent.
4. **Effective Communication:** Open and transparent communication is essential for fostering trust and engagement within an organization. Employees want to be kept informed about organizational changes, goals, and performance expectations. Providing channels for two-way communication, such as regular team meetings, town halls, and feedback mechanisms, allows employees to voice their concerns and ideas.

SIGNIFICANCE

1. **Supportive Leadership:** Strong and supportive leadership is crucial for engaging employees. Employees look to their managers for guidance, support, and feedback. Leaders who demonstrate empathy, integrity, and a genuine interest in their employees' well-being foster a positive work environment and build trust and loyalty among their teams.
2. **Work-Life Balance:** Employees value a healthy balance between work and personal life. Organizations that prioritize work-life balance initiatives, such as flexible work schedules, telecommuting options, and wellness programs, demonstrate a commitment to employee well-being and help prevent burnout and stress.
3. **Inclusive and Diverse Culture:** Employees want to feel included, respected, and valued for their unique perspectives and contributions. Creating a culture of diversity and inclusion where all employees feel welcome and respected fosters a sense of belonging and enhances employee engagement.
4. **Fair Compensation and Benefits:** Employees expect fair and competitive compensation and benefits for their work. Ensuring that salaries are equitable, offering comprehensive benefits packages, and providing opportunities for bonuses or incentives based on performance contribute to employee satisfaction and engagement.

By addressing these key needs of employee engagement, organizations can create a positive work environment where employees feel valued, motivated, and committed to achieving shared goals. This, in turn, leads to higher levels of productivity, retention, and overall organizational success.

III. REVIEW OF LITERATURE

1. **"The Relationship between Employee Engagement and Organizational Performance: A Meta-analysis"** by Harter, J.K., Schmidt, F.L., & Hayes, T.L. (2002):
 - a. This meta-analysis examines the relationship between employee engagement and organizational performance across multiple studies. It provides evidence supporting the notion that engaged employees contribute positively to organizational outcomes such as productivity, profitability, and customer satisfaction.
2. **"Employee Engagement: A Review of Current Research and Its Implications"** by Albrecht, S.L. (2010):
 - a. This review paper summarizes existing research on employee engagement and its implications for organizations. It discusses the antecedents and consequences of engagement, as well as strategies for fostering engagement in the workplace.
3. **"Does Employee Engagement Matter? New Evidence on the Relationship between Employee Engagement and Performance"** by Macey, W.H., & Schneider, B. (2008):



- a. This study explores the impact of employee engagement on organizational performance using data from a large sample of organizations. It provides empirical evidence supporting the positive association between engagement and performance outcomes such as profitability, customer satisfaction, and employee turnover.
4. **"Employee Engagement and Organizational Performance: Two Sides of the Same Coin?"**
5. by Bakker, A.B., & Demerouti, E. (2008):
 - a. This paper examines the relationship between employee engagement and organizational performance from a theoretical perspective. It proposes a model outlining the mechanisms through which engagement influences performance outcomes and discusses implications for organizational practice.
6. **"Engaged Employees Drive the Bottom Line"** by Towers Watson (2012):
 - a. This research report by Towers Watson presents findings from a global survey of organizations on the impact of employee engagement on financial performance. It highlights the positive correlation between engagement levels and measures such as operating income, revenue growth, and shareholder returns.

These research publications offer empirical evidence, theoretical frameworks, and practical insights into the impact of employee engagement on organizational outcomes. They contribute to our understanding of the importance of engagement in driving performance and provide guidance for organizations seeking to enhance engagement levels and improve overall effectiveness.

IV. OBJECTIVES OF THE RESEARCH

Previous studies have reviewed the concept of employee engagement how it evolved and various issues related to employee engagement. Studies explained how employee engagement has led to the satisfaction of employee and customers. It scrutinizes the relationship of the employee engagement program with performance management and job assignment. This paper clearly studies how the positive aspects of employee engagement leads to the rippling down effect on overall performance and the importance of non-financial factors in motivating the employees and building higher levels of employee engagement. This paper also more clearly states the difference between the concepts relating to employee engagement and what employee engagement actually stands for.

V. SCOPE OF THE STUDY

The scope of employee engagement encompasses various dimensions within an organization, impacting both individual employees and the organization as a whole. Here are some key aspects of the scope of employee engagement:

1. Individual Level:

- a. Job Satisfaction: Employee engagement influences individual job satisfaction, affecting how employees feel about their work, colleagues, and overall work environment.
- b. Motivation: Engaged employees are more motivated to perform well, take initiative, and contribute positively to their roles and the organization.
- c. Commitment: Engagement fosters a sense of commitment and loyalty among employees, increasing their willingness to invest time and effort in achieving organizational goals.
- d. Well-being: Employee engagement contributes to the psychological well-being of individuals, leading to lower stress levels, improved mental health, and greater overall satisfaction with work-life balance.

2. Team Level:

- a. Collaboration: Engaged teams tend to collaborate more effectively, communicate openly, and support each other in achieving shared objectives.
- b. Innovation: Employee engagement stimulates creativity and innovation within teams, as engaged employees are more likely to generate and implement new ideas and solutions.
- c. Performance: Engaged teams demonstrate higher levels of performance, productivity, and quality of work, leading to improved team outcomes and organizational success.

3. Organizational Level:

- a. Culture: Employee engagement contributes to the development of a positive organizational culture characterized by trust, transparency, and mutual respect.
- b. Retention: Engaged employees are more likely to stay with the organization, reducing turnover rates and associated costs while preserving institutional knowledge and expertise.



- c. Customer Satisfaction: Engaged employees deliver better customer service, resulting in higher levels of customer satisfaction, loyalty, and repeat business.
- d. Financial Performance: Organizations with high levels of employee engagement tend to achieve better financial results, including increased revenue, profitability, and shareholder value.

4. Strategic Level:

- 5. Alignment: Employee engagement aligns individual and team efforts with organizational goals, ensuring that employees understand and are committed to achieving the organization's mission and objectives.
 - a. Competitive Advantage: Engaged employees can be a source of competitive advantage for organizations, as they drive innovation, customer satisfaction, and overall performance excellence.
 - b. Sustainability: Employee engagement contributes to the long-term sustainability and resilience of organizations by fostering a culture of continuous improvement, adaptability, and employee well-being.

In summary, the scope of employee engagement extends across various levels of the organization, influencing individual behaviors, team dynamics, organizational culture, and strategic outcomes. By cultivating and sustaining high levels of employee engagement, organizations can enhance their performance, competitiveness, and ability to thrive in an ever-changing business environment.

VI. RESEARCH METHODOLOGY

Research Hypotheses

Formulate clean studies questions or hypotheses based on the objectives of your study. For example: How satisfied are you with your job?

How often do you feel recognized and appreciated for your contributions? How well do teams collaborate and work together towards common goals?

Research Design

Choose the best studies layout on your study. Options may consist of quantitative (e.g., survey or experimental designs), qualitative (e.g., case studies, interviews), or combined-techniques strategies. Justify your preference based on the nature of your studies questions and the type of statistics required.

Data Collection Methods

Detail the techniques you may use to gather facts. This should involve conducting surveys among marketing specialists, interviewing executives approximately their experiences with virtual transformation, reading employer reports, or the use of secondary facts sources like industry reports and academic journals.

Sampling Strategy

Explain how you will choose members or cases in your examine. Discuss whether you'll use opportunity sampling (wherein each member of a populace has a recognised threat of being selected) or non-possibility sampling (inclusive of comfort or purposive sampling). Justify your preference based on realistic concerns and the dreams of your research.

Data Analysis Plan

Outline the strategies you will use to investigate your accrued records. This ought to involve statistical analysis for quantitative data, thematic analysis for qualitative records, or a combination of each. Describe how you'll handle lacking data and make certain reliability and validity on your findings.

Ethical Considerations

Discuss any moral worries associated with your studies, such as protective participant privacy, obtaining knowledgeable consent, and ensuring anonymity. Explain how you may deal with these problems to keep ethical requirements on your studies.

Timeline and Budget

Provide a tentative timeline for completing your research, such as facts series and analysis stages. Also, define a price range if relevant, detailing predicted prices associated with data collection, evaluation, and dissemination of findings.

Expected Outcomes

Finally, in brief describe what outcomes you anticipate from your studies. This ought to consist of insights into



effective virtual marketing strategies, recommendations for groups undergoing virtual transformation, or contributions to concept and practice inside the area of marketing management.

TYPES OF DATA COLLECTION

Primary Data: primary data are those which were collected a fresh & for the first time and thus happen to be original in character.

Questionnaire

Secondary Data: Secondary data is collected from previous research and literature to fill in the respective project. The secondary data was collected through:

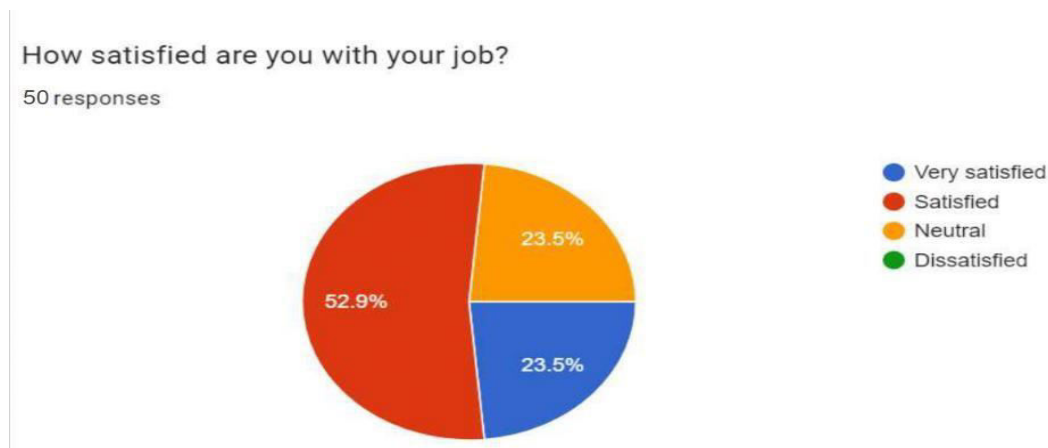
- Articles
- Websites
- Books

Sample Size: 80-90 (customers)

Analysis Technique: Random Sampling and Questionnaire technique selected by researcher to collect the data from the respondent.

DATA ANALYSIS & INTERPRETATION

Level of Satisfaction



DATA ANALYSIS:

From the above graph and table, it is observed that out of 50 responses, 28 people find their job satisfying, 11 people find it neutral whereas other 11 find it very satisfying.

INTERPRETATION:

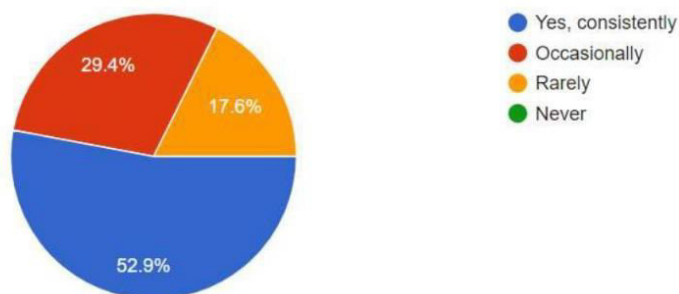
It is observed that the most of the employees receive regular feedback on their performance.



Regular Feedback

Do you receive regular feedback on your performance?

50 responses



Response	Percentage
Yes, consistently	52.9%
Occasionally	29.4%
Rarely	17.6%
Total	100%

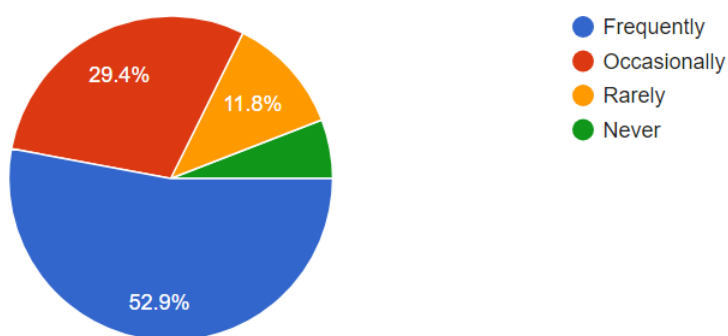
DATA ANALYSIS:

From the above pie and table, it is overserved that out of 50 responses, majority of them receive regular feedbacks whereas 29.4% receive it occasionally and the remaining 17.06% barely get anyfeedbacks on a regular basis.

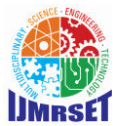
INTERPRETATION:

It is observed that most of the respondents are getting regular feedbacks which has an impact on employee performance.

How often do you feel recognized and appreciated for your contributions?



Response	Frequency	Percentage
Frequently	30	52.9%
Occasionally	11	29.4%
Rarely	7	11.8%
Never	2	2.3
Total	50	100



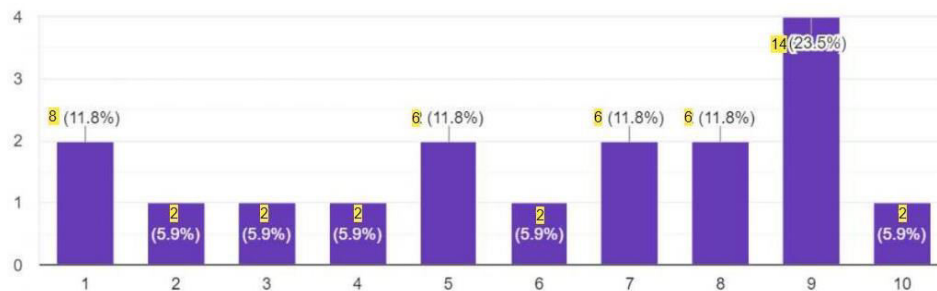
DATA ANALYSIS:

From the above graph and table, it is overserved that out of 50 responses, 30 respondents by are frequently recognized and appreciated, 11 respondents are occasionally recognized and appreciated, 7 respondents are rarely recognized and appreciated for their contribution and 2 never recognized and appreciated for their contribution,

INTERPRETATION:

It is observed that majority of the people are frequently recognized and appreciated for their contribution and only a few people are not appreciated.

On a scale of 1 to 10, how satisfied afe you with youí cuíent job?



DATA ANALYSIS:

From the above graph and table, it is overserved that out of 50 responses, 14 respondents rate 9 to their job satisfaction , 2 rate 10 and around 11.8% rate 1.

INTERPRETATION:

It is observed that there is a huge disparity between job satisfaction level among the employees.

VII. LIMITATION OF RESEARCH

While studying the impact of employee engagement can provide valuable insights, it's essential to acknowledge the limitations inherent in such research. Here are some common limitations:

1. ****Correlation vs. Causation****: Most studies on employee engagement rely on correlational data, making it challenging to establish causality. While there may be a strong association between engagement and outcomes like productivity or turnover, other factors could be influencing these relationships.
2. ****Self-Report Bias****: Many employee engagement surveys rely on self-report measures, which are susceptible to bias. Employees may provide responses that they believe are socially desirable or influenced by factors outside of work.
3. ****Cross-Sectional Data****: Many studies use cross-sectional data, which provides a snapshot of engagement levels at a specific point in time. Longitudinal studies tracking changes in engagement over time would provide more robust evidence of its impact.
4. ****Generalizability****: Findings from studies on employee engagement may not be generalizable across different industries, organizational cultures, or geographic locations. Factors such as company size, sector, and organizational structure can influence the relationship between engagement and outcomes.
5. ****Complexity of Constructs****: Employee engagement is a complex construct that encompasses various dimensions, including cognitive, affective, and behavioral components. Different studies may use different definitions and measures of engagement, making it challenging to compare findings across studies.
6. ****Reverse Causality****: While engaged employees may contribute to positive outcomes, it's also possible that positive outcomes, such as job satisfaction or organizational success, contribute to higher levels of engagement. Untangling the direction of causality can be challenging in observational studies.
7. ****Publication Bias****: Studies showing a significant relationship between engagement and positive outcomes may be more likely to be published, leading to an overrepresentation of positive findings in the literature.
8. ****Contextual Factors****: The impact of employee engagement may be influenced by contextual factors such as leadership style, organizational culture, and economic conditions. Failing to account for these factors can limit the validity and generalizability of study findings.



Acknowledging these limitations can help researchers interpret findings more cautiously and guide future research efforts to address gaps in our understanding of the impact of employee engagement.

VIII. CONCLUSION

After reviewing the various research and survey findings of employee engagement, it can be certainly concluded that high levels of employee engagement will lead to improved employee commitment & involvement towards job and thus creating a motivated workforce, that will work together to achieve the common goals of the organization. Acquiring skilled workforce is just not enough in today's changing economy like ours; instead a lot needs to be done to retain, involve and make them committed to the organization and its goals.

Thus, engagement is a state where an individual is not only intellectually committed but has great emotional attachment with his/her job that goes above and beyond the call of duty so as to further the interest of the company. The organizations should not only provide their employees with great infrastructure and other facilities but also freedom to make their work exciting and also are providing them an environment wherein they can say good-bye to a monotonous work.

They should focus on retention as an outcome of three HR focus areas such as employee motivation, career growth & remuneration, and compensation. Thus working in a safe and cooperative environment adds to the engagement level of an employee.

Employee engagement being new to the academic sphere has not yet gained a lot of exposure by researchers and thus is yet to reach heights of academic excellence. Though it has not yet been taken up by a lot of researchers but it has become a popular concept in the corporate sphere.

Due to rapid economic development and dynamism of technology the competition among the firms is getting fierce with every passing day. Dealing with such fierce competition by only taking in account the financial factors of improving performance will not suffice and therefore the organisations are moving toward the non-financial factors of performance development one of them being employee engagement. Employee engagement is the most important factor to be considered to keep the employees motivated, enthusiastic and completely absorbed in their work.

It can also be concluded that employee engagement not only is helpful in keeping the employees satisfied and motivated towards giving their best efforts and to go an extra mile for improving the performance of the organisation but it is also woven together with other positive results in performance like improvement in productivity, profitability, customer satisfaction and customer loyalty lower employee turnover and absenteeism.

Employee engagement has various drivers like empowering the employees, providing full information, support from the top management, aligning efforts with strategy etc. which should be kept in mind by the organisation while planning to engage their employees effectively.

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