



## **EMPLOYEE ENGAGEMENT STRATEGIES AND ORGANIZATIONAL PERFORMANCE**

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### **ABSTRACT**

*The study utilized both quantitative and qualitative approaches, employing descriptive and explanatory research designs. The data collection was done through a case study involving both qualitative semi-structured interviews and observations with professionals within haulage firms. An important finding of this study is that each component of the performance management cycle can, to various extents, be supported by game elements to drive employee engagement within the performance management process. The purpose of the study is to know the importance of employee's engagement towards the performance of the employee and organization for its development. The model created was thereafter configured to the work situation of a truck driver, in order to illustrate how employee engagement can be promoted within haulage firms. It has also been found that this model can be adapted to different work situations on the basis of the appropriate style of management control and a means-ends analysis of the constituent game elements that underlie the model. A central aspect of this operation is to ensure that employees are engaged and committed to their work, their organization and its goals. The employee engagement practices in an organization have increased as the companies tend to work with a global workforce.*

**Keywords:** *employee's engagement, global workforce, employing descriptive, qualitative semi-structured interviews, qualitatively and quantitatively.*

### **INTRODUCTION**

Today, it is a rare to find articles in the popular HR or management press without some mention of engagement and how to enable it. Yet, to date there is no one clear and agreed definition of engagement and many researchers and practitioners describe the term in very different ways. Nevertheless, there is an increasing awareness that employee engagement is pivotal to successful commercial and business performance, where engaged employees are the 'backbone of good working environments where people are industrious, ethical and accountable'. Engagement can affect employees' attitudes, absence and turnover levels and various studies have demonstrated links with productivity, increasingly pointing to a high correlation with individual, group and organisational performance, a success measured through the quality of customer experience and customer loyalty. Organisations with higher engagement levels tend to have lower employee turnover, higher productivity, higher total shareholder returns and better financial performance. Despite the wealth of existing research, there are still gaps in our understanding of employee engagement and its consequences for organizational performance. To address these gaps, further exploration of the underlying mechanisms and specific impacts is necessary. This will enable organizations to develop tailored strategies and create an environment that fosters engagement, ultimately leading to improved performance outcomes.

### **LITERATURE REVIEW**

**Bassam Shafiq Hasan Aburub (2020)** The labor factor is most impotent factor of production factors, because it makes the difference. It makes the difference in the businesses environment in all organisations to become more profitable and sustained as completed ones. And also,

employee engagement becomes a popular topic of the workplace which is approved to affect the organizational outcome. Employee retention is a process in which the employees are encouraged to remain with the organization for life time or maximum period of time. It is a strategic tool for the success of the firm. Therefore, every organization must treat their employees as ends and not means to ends, because they add value to the organization.

**C.E. Yang (2020)** This study examines the role of leisure-work preferences in forming hotel employees' subjective well-being (SWB). A two-phase explanatory mixed method is used. In phase 1, 261 usable survey responses were collected to test the proposed hypotheses. In phase 2, in-depth interviews were conducted with 18 employees in order to triangulate findings from phase 1 and further explain the underlying phenomena. Results of the quantitative phase reveal that leisure preference negatively influences job satisfaction and positively influences leisure satisfaction and SWB. Work preference directly and negatively influences SWB but exhibits indirect positive effects on SWB through job satisfaction.

**G. Najjemba Muganga (2018)** The purpose of this study was to investigate the contribution of training and employee engagement on employee performance using evidence from Uganda's health sector. This study is cross sectional and correlational. Usable questionnaires were received from 150 respondents from four Catholic founded hospitals that is Kamuli Mission Hospital, Buluba Mission Hospital, St. Benedict Mission Hospital and Budini Mission Hospital. Data were analyzed using SPSS. Regression analysis results indicate that training and employee engagement significantly predict employee performance by 44.7% and employee engagement was found to be a major predictor of employee performance as compared to training. Correlation analysis results indicate that there is a significant positive relationship between training and employee performance.

**Paluku Kazimoto (2016)** In many countries, employee's engagement has emerged as a potential factor for organizational performance. Many practitioners of human resource management have poorly understood measurement of employee motivation for activities and more precisely its commitment. This study analyzes factors on employee engagement and performance from selected retailing business enterprises in Wobulenzi-Luweero City, Uganda. A questionnaire was administered to 120 selected respondents, using purposive sampling technique. The study focused on measuring the employee engagement in relation with the organizational performance focusing on non-financial factors.

**Kerstin Alfes (2015)** This study is based on independent research funded by the National Institute for Health Research (Health Services and Delivery Research, 12/5004/01). The views expressed in this study are those of the authors and not necessarily those of the NHS, the National Institute for Health Research or the Department of Health. The authors also acknowledge the guidance of Professor Graeme Currie in the conduct of the synthesis and the help of the Institute for Employment Studies.

### **Meaning of Employee Engagement**

Employee engagement is the extent that an employee believes in the mission, purpose and values of an organization and demonstrates that commitment through their actions as an employee and their attitude towards the employer and customers. Employee engagement is high when the statements and conversations held reflect a natural enthusiasm for the company,

its employees and the products or services provided. People are the primary source of competitive advantage. If the people or employees of the organization can be effectively 'engaged', then achieving the organizational goals becomes an easy task. The widely-used term 'employee engagement', embraces two attempts of management—motivating the employees and focusing their commitment to achieve the organizational objectives. Engagement at work was conceptualized as the 'harnessing of organizational members' selves to their work roles. In engagement people employ and express themselves physically, cognitively and emotionally during role performances.

### **Employee engagement and productivity**

Engaged employees increase productivity and reduce disparity over time, which may increase an organization's productivity and performance. Developing collaborative teams within an organization may create immeasurable prospects to increase productivity. Inadequacies in businesses have increased the percentage of change; however, if employees' work engagement increases, company leaders may not have to make modification in the work process as often, which could create an unchanging workforce. Engaging the hearts and minds of employees is an organizational challenge but remains a major business differentiator.

### **Employee engagement and profitability**

The theory of employee engagement is advancing in the corporate world. Businesses with a higher level of engagement among employees experience higher profits and produce a higher return on assets to maintain a market value that exceeds the replacement costs of assets. On closing the engagement gap and noted employees' attitudes and actions constitute an organization's capability to transform and create revenue growth and margin improvement. The findings from their research indicated companies with elevated levels of engagement experience above average financial reports in comparison with companies with low-levels of engagement. The companies with higher levels of employee engagement displayed a 71% increase in their financial profits, whereas the companies with lower-levels of engagement among employees experienced a 62% decrease in their financial gains. The problems organizational leaders are encountering with employee engagement and noted that leaders understand low engagement can result in lost value. This author suggested creating a culture of trust could help to correct the problem. Zak's meta-analysis results indicated the rewards of high engagement could result in high productivity, improved product quality, and increased profitability.

### **Employee disengagement**

Disengagement occurs when an employee withdraws his or her physical, cognitive, and emotional roles from work. Employee disengagement is a key factor in declining productivity and declining profitably in business, which can result in absenteeism, higher cost, and inferior performance.

Elements affecting employee disengagement are broad and evasive; determined a toxic organizational environment, disengaged leaders, and organizational politics, are key issues in disengagement and can result in the demise of an organization. The conflicting and

circumstantial evidence reveals that levels of employee disengagement are rising and noted that some managers seem reluctant or incapable of preventing the incline. In the practical implications of the study, disengagement resulted from various sources and environments. After the implications for disengagement are identified, managers can analyze the failing employee obligation to their organization's goals. Pech and Slade noted the occurrence of employee disengagement is growing but cited the strategies for identifying the cause are insufficient. Insight into some strategies that may prevent disengagement. In their cross-sectional study, Ford et al. revealed knowledge sharing is critical to organizational success. Disengagement of knowledge sharing reflects a lack of communication in the organization from managers to employees and from employees to employees.

### **Employee engagement and knowledge sharing**

The phenomenon of knowledge sharing from the perspectives of recipients' characteristics. Zhang and Jiang stated the strategies managers use to encourage employees to seek knowledge from colleagues by considering the composition of team members could encourage each member to develop a knowledge base and make a concerted effort to develop a climate of trust. The role of a leader in the knowledge-sharing process. The value content from the research indicated structural determinants of knowledge sharing as an important scholarly agenda. Leadership uses influences to motivate employees to share knowledge, but a need exists for more research to understand the process of leadership's influence on individual motivation and attitudes toward knowledge sharing.

### **Management strategies to improve employee engagement**

Employee engagement is an essential element in the success of an organization. According to, the workday operations of an employee can have an impact on their personal lives. Therefore, the strategies managers use to improve employee engagement should include creating a meaningful environment that fosters guidance, direction, and good internal communications. This can be challenging; however, according to McManus and Mosca, implementing a culture where employees are appreciated and respected would generate an environment of motivated and empowered employees.

### **Types of Employee Engagement**

Employee engagement is said to be personified by the passion and energy employees have to give their best to the organization. It is willingness and ability of employees to exhibit sustained effort to help their organizations succeed. It is a psychological contract and not a physical one.

- **Cognitive Engagement:** This involves the extent to which employees focus on their work tasks. An actively engaged employee is rarely distracted by small interruptions at work.
- **Emotional Engagement:** This consists of the here and now experience that the employees have while doing work. This involves their own feeling of the degree of involvement in the job.
- **Physical Engagement:** The extent to which employee takes steps for his own development. A voluntary nomination for a training program can be one of the means of identifying physical engagement.

### **Components of Employee Engagement**

- Cognitive – It is the belief that an employee has about his company and its values.
- Emotional – It is the feeling an employee has about his colleagues, supervisors.
- Behavioural – Is what the employees exhibits at work commitment.

So, it can be said that the overall objective of employee engagement in organizations is:

- To ensure the conversion of “Not engaged” employees into “engaged” employees.
- To ensure evaluation and measurement of employee engagement.
- To touch all aspects of employee engagement (cognitive, emotional, behavioural)

Employee engagement depends upon three elements, namely- interpersonal support, individual values, and facilitating focused work in organizations. Interpersonal support could be built by teamwork and collaboration at the workplace. Whereas, individual values can be contributed by support and recognition from the superiors, peers and the top management of the organization as well as by the developmental plans initiated by the company's HR department also form integral elements of employee engagement. On the other hand, focused work environment could be ensured by employee empowerment and by aligning individual performance and efforts with the organizational strategy.

## RESEARCH METHODOLOGY

The field survey is conducted to measure the perception of respondent in the study. Convenience surveys are designed to generate the data with administering structured questionnaire. This study followed quantitative statistical technique to describe the relation of employee engagement and organizational performance with consisting of descriptive statistical tools; mean, standard deviation, normality and inferential statistical tools, correlation analysis and regression analysis. Each dependent and independent variables are constructed to obtain responses from employee. The enterprise is chosen using Convenient sample techniques. In this sector, employee engagement strategies and organizational performance is quite different from other public and private organizations of TS. The data has been tabulated and explained with the use of statistical interpretation collected. The analysis of data is the most skilled task in the research process. It calls for the researcher's own judgement and skill. This enterprise is suffering from quality related problem in terms of qualitative product and service delivery. It observed that the level of employee engagement is low in this sector, basically in side of employee satisfaction. The employees were chosen from administrative and technical filed. Structured questions were set for retaining of the information from respondent through Likert scale concept. The questionnaire covered independent variables- employee engagement and dependent variable–organizational performance.

## RESULTS AND DISCUSSIONS

This study is based on following diversity work group. Various age groups, positions, gender and nature of job of employee were selected as the respondent so as to make is draw inference over the demography variables. The gender composition of the respondent is presented in following table.

**Table 1: Response to Questionnaire and Representation as Gender**

Gender Status	Frequency	Percent	Valid Percent	Cumulative Percent
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Male	76	66.1	66.1	66.1
Female	39	33.9	33.9	100.0
Total	115	100.0	100.0	

N=115

As per mention table, Male employee dominates the responses among the employee. 66.1 percentages was responded by male employee and 33.9 percentages was responded by female. The age composition of the respondent is described as following Table.

**Table 2: Response to Questionnaire and Representation as Age of Employee**

Age Pattern	Frequency	Percent	Valid Percent	Cumulative Percent
Below 25	2	1.7	1.7	1.7
26 to 35	28	24.3	24.3	26.1
36-50	43	37.4	37.4	63.5
51 and above	42	36.5	36.5	100.0
Total	115	100.0	100.0	

N=115

Age above 36 has play significant role in work place regarding to productivity of the organizations. The tenure employee of the respondent is shown in following table.

**Table 3: Response to Questionnaire and Representation as Marital Status**

Status	Frequency	Percent	Valid Percent	Cumulative Percent
Unmarried	22	19.1	19.1	19.1
Married	91	79.1	79.1	98.3
Other	2	1.7	1.7	100.0
Total	115	100.0	100.0	

N=115

Tribhuvan University is also a kind of public enterprise this is why married employees are attracting, as a result, employee commitment seems high.

**Table 4: Education Response to Questionnaire and Representation as Education Level**

Education Status	Frequency	Percent	Valid Percent	Cumulative Percent
Bachelor and above	94	81.7	81.7	81.7

Below Bachelor	21	18.3	18.3	100.0
Total	115	100.0	100.0	

N=115

It tried to collect more responses from officer level because they feel actual work experiences. They need to work and interact formally and non-formally at decision making process and closely realize and feel manager's or campus chief 's behavior, thus, those levels try to copy and follow the behavior to present obedient and dedication.

**Table 5: Working Area Response to Questionnaire and Representation as Nature of Job**

Job Nature	Frequency	Percent	Valid Percent	Cumulative Percent
Technical	18	15.7	15.7	15.7
Administration	97	84.3	84.3	100.0
Total	115	100.0	100.0	

N=115

Employees were chosen for this study as their nature of job. Main target employees for the study is administrative staff, however, this study tries to identify response from technical staff as well. It shows that in administration, technical staffs also have been working.

## CONCLUSIONS

Developing a business environment that foster effective communication to sustain employee engagement helps the business to encounter the benefits of increased productivity as well as profitability, increased employee retention, and the ability to attract top talent. Semi-structured interviews were held to gain a better understanding of successful strategies managers used to improve employee engagement. The data received from the interviews were triangulated, then validated through the member checking process. The purpose of the qualitative descriptive case study was to explore successful strategies managers used to improve employee engagement. When business managers are transparent in their communication with the employees, the development of an engaged culture is generated. Employees are valuable to the business and how the manager communicates shapes the environment. The finding from this study revealed managers who apply effective communication and employee engagement strategies to increase productivity, as well as profitability, have the ability to develop a positive workforce, which can lead to a thriving business. Ensure assigning the right work to the right person or right person to the right job. They should focus on retention as an outcome of three HR focus areas such as employee motivation, career growth & remuneration, and compensation.

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