



Study of Employee Engagement and its Predictors in an Bangalore Public Sector Undertakings

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DOI: <https://doi.org/10.55248/gengpi.2022.31244>

ABSTRACT

“This is the age of engagement. There is no alternative to engagement except, misunderstanding, threats, intimidation and rage.” This paper presents an assessment of the level of employee engagement among Managers of a public sector undertaking in Bangalore. Besides highlighting the level of Engagement, the study has identified the predictors of organisational commitment, which was used as an important manifestation of employee engagement. The study is based on primary data collected from 84 managerial employees on a number of Parameters relating to employee engagement and its potential predictors. Three factors, namely, Pay, job content and objectivity are found to be the predictors of employee engagement.

Key Words: Employee Engagement, Organizational Performance, Work force Diversity

Introduction:

“Employee Engagement’ has been a hot topic in the corporate circles. It is a buzz word that employers think they understand, but face difficulties and challenges while practicing. Many organizations copy ‘Employee Engagement’ activities from the best practices, looking at the benefits enjoyed by their competitors? However, most lose track after a few strides ahead. ‘Employee Engagement’ cannot be a cosmetic intervention in enhancing commitment towards job, motivation or productivity. Corporate culture has an important role in enduring positive impact of such engagement programs.”

Engagement is a workplace approach designed to ensure that employees are committed to their organization’s goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being described engagement as a positive attitude toward the job and distinguished it from both job satisfaction and commitment. Thus, the complete equation of engagement is obtained by aligning maximum job satisfaction and maximum job contribution.

Research Background

The subject of research has come under discussion from different perspectives by a number of researchers in various sectors like manufacturing, banking, and educational sector etc. However, a limited research exists on public sector organizations. Particularly, in a developing country like Pakistan, where a large number of public sector organizations are playing a pivotal role in development of the country in different capacities, organizational justice being the corner stone of any organization’s success needs further insights. This will help us to reach to viable conclusions for future guidance. The existence of organizational justice or otherwise has its bearing on the performance of its employees, because the individual performance of each and every member of the organization leads towards overall performance of the organization to achieve its goals. Keeping this background in view this study was planned to have further insights with respect to the impact of organizational justice on employee performance in public sector organizations

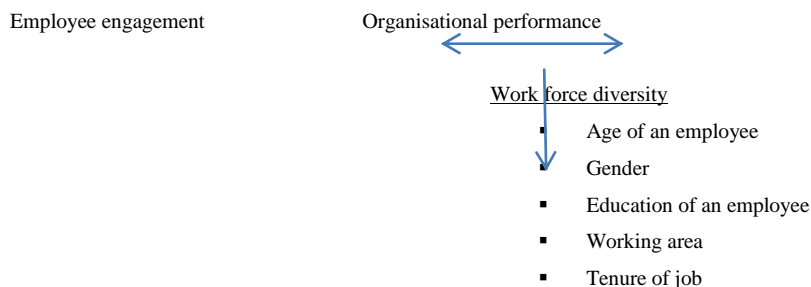
Statement of the Problem

Employee engagement of existing employee impacts more often to enhance organizational performance very well. Such type of research has certain gap in public sector service thus this in turn leads to my central problem of statement: How employee engagement impacts on organizational performance? The relation between the use of employee engagement and organizational performance are studied over time

with looking moderating effect of workforce diversity.

Conceptual Framework:

This study is based on this conceptual framework employee engagement as explanatory variables and its impact on organizational performance as relative variable and relation of these variables may moderate by work force diversity of an organization.



Objectives of the Study

This study conceptualized employee engagement and its impact on organizational positively on the basis of different work force diversity. Generally this study concerned with following main purposes

- i. Investigate how employee engagement influences the organizational performance.
- ii. Analysis in what extent the work force diversity factors moderate the relationship between employee engagement and organizational performance.
- iii. To determine the impact of organizational justice on employee performance in Public Sector Organizations.
- iv. To determine the impact of distributive, procedural and interactional justice on employee performance in Public Sector Organizations

Significance of research

The study is expected to have a great deal of significance for organizations, individual employees, and managerial staff and research scholars. Organizations can look into the weak areas of their HR departments based on research findings. They can improve the distribution of various resources, pays, rewards and other related benefits along with improving their procedures to enhance their employee performance. Individual employee can also get guidance to enhance their performance towards achievement of organizational goals. Managerial staff can get guidance to further improve their ways of dealing with employees fairly.

Research Hypothesis

- i. Employee Engagement (EE) will significantly influence on organizational performance (OP).
- ii. Work force diversity (WFD) will have moderating impact on the relationship between Employee Engagement and Organizational Performance.

Review of Literature

Engagement is a workplace approach designed to ensure that employees are committed to their organization's goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well described engagement as a positive attitude towards the job and distinguished it from both job satisfaction and commitment. Engagement is more temporary and volatile than commitment. It is all about passion and commitment. It is the willingness to invest oneself and expand one's discretionary effort to help the employer succeed, which is beyond simple satisfaction with the employment arrangement or basic loyalty to the employer.

The five-stage systematic approach recommended by Briner and Denyer (2012) was used for the current review. From 1990, when the first significant peer-reviewed study on engagement was published (Kahn, 1990), to 2017, relevant, peer-reviewed studies published in the English language were systematically searched for in Business Source Complete, International Bibliography for the Social Sciences, Nexis, Zetoc, and Scopus. Using the Chartered Association of Business Schools journal ranking list, we conducted an additional focused search in a few HRM and public administration/management journals to cover the most recent and pertinent research.

Open search methods were used to develop the initial search terms in order to gauge the potential size of the literature and test different keyword combinations. For the purpose of compiling a list of potential search strings, we tested different keyword configurations and combinations. In order to determine the range of studies that would be included or excluded, we then asked external subject matter experts to review the keywords/search strings before attempting longer search string combinations. Then we decided on two sets of search terms, the first of which would concentrate on the most popular terms for engagement, such as "work engagement" or "employee engagement," and the second of which would concentrate on terms that would describe the public sector context, such as "public sector" or "public service." The search terms concentrated on titles and abstract keywords.

Research Gap

The main issue, on which every organization should regularly focus enough effort, is human resource management. Employees may be dedicated to the employer and the job they have been given, but they may not have put enough effort into it. For managers, balancing their physical, mental, and emotional efforts while completing their tasks is a difficult and challenging task. However, the real question is whether or not organizations can keep their workers interested. What variables affect the degree of employee engagement?

Research Methodology

The purpose of the field survey is to gauge respondents' perceptions of the study. This study's descriptive and analytical structure depends on primary data. Convenience surveys are created to collect data through the distribution of structured questionnaires. Every dependent and independent variable is built to elicit responses from the workforce. This study used a quantitative statistical approach to describe the relationship between employee engagement and organizational performance. It included inferential statistical tools, such as correlation analysis and regression analysis, as well as descriptive statistical tools, such as mean, standard deviation, and normality.

Employee Engagement and Organizational Performance

This research aims to find out impacts of employee engagement on organizational performance. Organizational performance is likely to improve by enhancing employee engagement. Once employees are engaged they willingly feel ownership toward the organization and internalize the organizational objectives and also wanted to stay as a part of the organization. Then after, employee reflects positive attitudes towards the job and ready to provide extra efforts for the job. That is why impression engagement is based on the emotional attachment behaviour of an organization.

Managerial implications

The following is a list of this study's managerial implications; Organizational justice is important for improving employee performance at all levels of management. Different dimensions of organizational justice have varying degrees of impact on employee performance, which requires managerial attention. To ensure fairness and ensure that each employee receives an equitable distribution of tasks, job performance appraisals, and rewards should be made solely on the basis of merit. Organizational procedures must be fair, transparent, and well understood by every member. Fairer and more transparent procedures will be better understood by staff members, which will result in better outcomes. To avoid bias in their interactions with employees, managers must conduct themselves in accordance with professional norms. Personal preferences or dislikes should not be expressed. Because improved employee performance results in better, more competitive organizations, managers need to have a thorough understanding of the relationship between organizational justice and job satisfaction and employee performance.

Conclusion

In the most recent research, the effect of organizational justice on worker performance was examined. The values of justice are central to society's existence. Similar to this, it is too challenging to expect employees to perform well without justice. Organizational justice has many different aspects, and each one of them influences employee performance to varying degrees. Previous studies on the topic have found that each aspect of organizational justice has a different impact on employees' performance. The majority of the literature has noted a significant positive correlation between distributive and interactional justice and employee performance. Additionally, a poor correlation between the employee's performance and the relationship was seen. Similar to this, it is anticipated that the outcomes will be better once the procedures have been developed with mutual employee consultations because there is a sense of ownership. In public sector organizations, procedures

typically do not receive a lot of employee input and changes to these procedures take years. They consequently have a detrimental effect on employees' performance. Public sector organizations need to take this factor into consideration. Because of this, responses to questions about procedural justice tended to be on the negative side. On the other hand, employees are expected to perform both in-role and extra-role tasks, which includes both regular work tasks and additional responsibilities. These additional responsibilities necessitate increased motivation and organizational commitment from people. Each and every team member must play a constructive role for an organization to succeed. The responsibility of management is to guarantee organizational justice, the equitable distribution of jobs, benefits, and rewards. It is crucial that laws and regulations are applied fairly, without any favours being granted. Maintaining professionalism is necessary. Teamwork is promoted, employee contributions are valued, and employees should have a positive outlook on their employer. They have to abide by the policies and guidelines set forth by their company. Employees must remain highly motivated and actively contribute to achieving organizational objectives.

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