

RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND EMPLOYEE PERFORMANCE: A CONCEPTUAL FRAMEWORK

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Abstract: The ability of an organisation to manage employee engagement which is closely related to its ability to achieve high performance levels and superior business results. Employees who are engaged will stay with the company, become advocates for the company and its products and services, and contribute to bottom-line business success. They develop an emotional bond with the company. This influences their attitude toward the company's clients, which improves customer satisfaction and service levels. Employee involvement has been used to describe a wide range of common organisational practices. The focus is drawn to the growing employee influence over their work, and it is extended to other areas of organisational practice. Quality circles, quality of work life programmes, consultative committees, gain sharing, job enrichment, and work redesign are the most common practices aimed at increasing employee involvement.

Keywords: Employee Engagement, High Performance, Customer Satisfaction, Job Enrichment, Work Redesign

INTRODUCTION

Employee engagement has been identified as a critical factor in an organization's success and competitiveness. Employee engagement has a positive impact, according to both practitioners and academics. Employee engagement is the level of commitment and involvement of an employee towards the organization and values. Engagement is an important consideration in HR today. Due to the general challenging economic climate, organisations are deciding to restructure as well as resize more than ever, which has resulted in organisations investigating new approaches to maintain and increase engagement. Organizations are competing to recruit and train their talent, so they must do everything possible to retain it. Organizations must strike the right balance between fostering and enhancing employee engagement levels while not risking their competitive position.

REVIEW OF LITERATURE

According to Kahn (1990), engagement means occupying and performing an organizational role by psychologically and physically. Employee engagement means a person who is fully participated and enthusiastic in his or her work (Seijts and Crim 2006). An engaged employee tends to take initiative, the organization's needs, strengthens and supports the organization's culture and values, stay focused and alerted, and he or she can make a difference (Macey, 2006). According to Gallup (2002), engaged employees work with full passion and drive innovation and bring the organization a step forward.

Employee performance has a direct relationship with the performance of the organisation and its Success (Anitha, 2013). A number of studies demonstrate that a significant method to uplift employee performance is to focus on fostering employee engagement (Christian et al., 2011; Fleming and Asplund, 2007; Rich et al., 2010; Richman, 2006; Macey and Schneider, 2008; Holbeche and Springett, 2003; Leiter and Bakker, 2010). Engaged employees display a wide scope of gainful practices that improve synergetic team efforts toward organizational goals (Bakker and Demerouti, 2008). These synergetic efforts lead to enhanced employee performances (Bakker and Schaufeli, 2008). Demerouti and Cropanzano (2010) argue that various dimensions of engagement can prompt improved employee performance as a result of various factors.

OBJECTIVES AND METHODOLOGY

With the help of a review of literature, this study aims to understand the concepts of Employee Engagement and Employee Performance and also to determine the drivers of Employee Engagement and Employee Performance. The research is based on a review of the literature as well as data gathered from various websites, journals, and reference books.

CONCEPTUAL FRAMEWORK

This conceptual framework places an emphasis on the independent variable (work environment, leadership, teamwork, training and career development, compensation, and organisational practices) and the dependent variable (employee performance).

Finally, employee engagement and performance have been extensively researched in the contexts of manufacturing, healthcare, textile, insurance company education, and telecommunications. In the other context, there is still a scarcity of data on the relationship between employee engagement and performance. As a result, future research is needed in the context of banks, where there is less knowledge about employee engagement and retention performance.

Figure no 1. Shows the Conceptual framework

**Work Environment**

Work Environment was found as one of the critical variables that related with employee performance. Ollukkaran and Gunaseelan (2012) studied the employees in manufacturing sector stated that the work environment has a significant impact upon employee performance and productivity. (Tulenan, 2015; Phonget al., 2014) found out that the work environment and compensation, earning and promotion have significant positive effect on employee performance simultaneously. Therefore the evocative workplace environment that aids employees for concentrated work is considered to be one of the dimensions of employee engagement; thus associated with employee performance.

Leadership:

Leadership also found to be the criteria identified as an essential dimension to inform employee performance. The strategic leadership had an impact on employee performance. Strategic leadership creates unique relation between management and employees to enhance employee performance (Zia-ud-Din et al., 2017). In addition, strategic leadership is of deep significance as it can lead the association towards productivity, success, quality customer service, sales growth, market share (Potocki and Brocato, 1995). On the other note, leadership styles has drawn great attention from scholars in various fields in the recent years with the various finding mentioned about the significant relationship between the leadership styles and employee performance (Chandra and Priyono, 2016; Prabhu and Pradeep, 2011).

Teamwork

Teamwork is another aspect that emphasises explicitly the aspect of employee engagement and Employee performance. The studied of teamwork employee performance in manufacturing, public and private sector, textile industry and bank's employees clearly indicated that teamwork and other measures of employee performance are positively related with employee performance (Khan and Al Mashikhi, 2016; Manzooret al., 2011; Ahmad and Manzoor, 2017). Thus if the employee has good relationships with his co-workers, his work performance is expected to be high.

Training and career development

Training and career development is another important dimension which is to be considered in the process of enhancing employee's performance. When the employee undergoes training and learning development programmes, have clear career path, this is automatically improves automatically their level of performance. The practices of effective employee training and their development is appealing to be the paramount in determining the employee performance in the various sector (Charity, 2015; Ampomah, 2016; Shafiq and Hamza, 2017; Akter, 2016)

**Compensation**

Compensation includes expenses such as bonuses, profit sharing, overtime and rewards that includes monetary and non-monetary rewards services of employees (Wright et al., 2003). Compensation has a very strategic role in a company or organization, hence if the compensation given by the company to employees will greatly affect the level of job satisfaction and the achievement of employee performance (Dessler, 2015). Research in various context (Nzyoka, and Orwa, 2016; Oluigbo and Anyiam, 2014; Ramli, 2018; Njoroge, and Kwasira, 2015), found that better compensation management from the company for employees, the better the performance of its employees as well as maintaining the company performance.

Organizational practices

Organizational practices determine the productivity and performance of the employees. It has been evident from previous research that eliciting high employee performance depends on the size of organizations and adoption of complementary practices (Patibandla and Chandra, 1998). In addition the organizational policies i.e HR management system enhances employee performance (Horgan and Mu`hlau, 2006).

CONCLUSION

Employee engagement (work environment, leadership, teamwork, training and career development, compensation and organisational practises, and employee performance), and how they are expected to associate one another, have received far less research. The integration of this proposed investigation will be significant in providing facts to all relevant fields literatures and assisting organisations, particularly hotels, in crafting and formulating strategies to improve employee engagement and performance.

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