



A STUDY ON IMPACT OF EMPLOYEE ENGAGEMENT ON THEIR PERFORMANCE WITH REFERENCE TO CHENNAI

Dr.K.Anbazhagan

Assistant Professor, Department of Business Administration, Annamalai University, Annamalai Nagar.

According to schaufeli and bakker (2003) employee engagement is a positive and motivational state of wellbeing it is characterised by vigor (high level of effort in work) dedication (work involvement with concentration and enthusiastic approach) and absorption (fully occupied work). Over the past few decades the challenging task of the HR is Employee engagement. This task is not alone physically but included emotionally and mentally. Engaged people employ and express themselves physically cognitively and emotionally during their performance employees are unique in skill, knowledge, attitude and aspirations wise, their engagement is closely associated with their involvement.

Definition

Idhanai idhanal ivan mudikkum endru aayndhu
Adhanai avankan vidal. (Thirukural No: 517; Chapter: 57)

According to Tamil poet **Thiruvalluvar (B.C.2000)** has explained the importance and execution of employee engagement, the key function of employee engagement is to analyse the work nature and task and the person who will be capable to do by the help of which tool then assign the task to him.

Employee engagement is the level of commitment and involvement towards their organizations and values. An actively engaged employee will be continuously performing with high standard. An engaged employee is highly self motivated and objective oriented, who have strong desire to achieve more and more. Also who can become brand promoters of their organization and having good rapport with their superiors and colleagues, and they are always support and satisfy their customers. Engaged employees always support enhance teamwork through that they accomplished huge task; also they had individual social responsibility, which improves the job involvement and volunteerism. Also it leads elimination of labour turnover and absenteeism.

To the accomplishment of the goals and objectives of the organization, all of the employees, supervisors and managers have to work hard with dedication, It is mandatory, but to some extent in most of the organization it is not possible to do so far. Because, employees working hard and smart with full involvement is an ideological fact, some percentage employees may can do 100 percentage efforts for the betterment of their organizations, but rest of the employees are working according to their self motivation and skill levels only, but the organizations need to achieve their goals by their competent employees only. The competency of employees will be enhanced by the employee engagement. The employee engagement gives the competitive advantage to them to achieve organizational goals. The engagement will be the driving force to corporate world to achieve profit and production maximization. The employee engagement is the backbone of their performance, also it is positively correlated with their involvement and satisfaction also the employee engagement interrelated with employees attitude, recognition and career development. Engaged employees are loyal to their organizations and round the clock, they are ready to do anything to their beloved organizations.

Objectives

1. To assess the impact of attitude and Employee engagement on Performance of Employees in the Automobile Sector at Chennai
2. To suggest feasible solutions to the effective employee engagement in Automobile sector.

Review of Literature

Gall up (2003) has done a research on impact of attitude on employee engagement. The objective of the study is to assess the impact of attitude on employee engagement, the findings of the study are the employees with positive attitude are self motivated and highly engaged and concerned with their performance, also they like challenging



jobs and they have good rapport with their superiors and co-workers. Employee's with positive attitude are working happily and also make their surrounding happy. Also they give their efforts best manner ever before. It leads high job satisfaction and engagement.

Schaufeli W.B. and Bakker, A.B. (2004), has conducted a study on 'Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study' in this study the authors discussed about the attitude and feeling of employees regarding their work and engagement. The engaged employees had affection with their organization. This will result in the reduction of employee's turnover, new recruitment expenses and long run retention of employees with the same organization. There is positive relationship between employee's attitude and their engagement; it will be maintaining the employee-employer relationship also.

Johnson, M. (2004), has done a research on 'Gallup study reveals workplace disengagement in Thailand' this study discussed about the attitudinal difference among employees and find that the female employees are highly engaged and performing well than male employees and also engaged employees are more than three times like their work and which is positively reflected in their health than disengaged employees.

Dalal, R.S (2005), has expressed in Job attitudes: Cognition and affect about the different attitudes are directly correlated with job satisfaction and EE. The author argued Job satisfaction depends upon the attitude, it shows in modern decades it has been developed other goodness of employees such as organizational commitment, job involvement, performance and support to the organization and employee engagement. Positive relationship between employee's attitude and their job performance also which is the contributed job satisfaction and employee engagement and retention of potential employees.

Nina Pološki Voki Tomislav Hernaus (2013), has done a research on the triad of job satisfaction, employee engagement and employee Attitude – The interplay among the concepts, The objectives of the study are to find out the influence of employee engagement on employees attitude and to analyze the impact of attitude on employee engagement. This study was used sample of 567 employees of Croatian organization, the correlation analysis shows positive relationships between explored employee engagement and employee's attitude, Single and multiple regressions shows that job satisfaction is a predominant factor of employee engagement And increase the loyalty of employees towards the organization.

Research Methodology

This paper concentrates on the impact of Attitude on the performance of Employees working in manufacturing industry in Chennai. The researcher used both of the primary and secondary data. Random sampling Technique was used to collect the data. The sample was collected from the lower level employees working in manufacturing industry in Chennai and the sample size is 142. The researcher used One way and Two Way ANOVA to find the result.

Analysis & Interpretation

Table: 1.Opinion of Respondents towards Study Variables Based on Experience.

Factors	Experience and Mean value			ANOVA Result	
	Below 10 Years	10 --15 Years	Above 15 Years	F- value	P- value
Leadership Qualities	3.49	3.39	3.40	1.003	.368
Attitude	3.33	3.27	3.17	8.260	.000
Career Development	3.46	3.19	3.07	9.682	.000
Employee Performance	3.30	3.20	3.09	8.176	.000
Employee Recognition	3.55	3.51	3.51	.386	.680
Pay and Benefits	3.69	3.78	3.62	2.540	.080
Job Satisfaction	3.19	3.40	3.32	.433	.649



Involvement	3.74	3.42	3.53	6.933	.001
Values	3.21	2.90	2.68	13.392	.000
Employee Engagement	3.55	3.48	3.44	12.122	.000

Source: Primary data, * Significant at one percent level, NS-Not Significant

** Significant at five percent level

Ho: There is no difference of opinion towards study variables based on Experience of respondents.

ANOVA is used to test the variation between employee engagement and Experience level. The above table shows that respondents having experience below 10 years are giving high importance to Involvement, pay benefits and employee engagement, the other level of importance are as follows, Recognition, Leadership, Career development, Attitude,, Performance, Values and Job satisfaction.

The respondents having experience between 10 - 15 years are giving high importance to pay benefits Recognition and employee engagement, the other level of importance are as follows, Involvement, Job satisfaction, Leadership, Attitude,, Performance, Career development and Values.

The respondents having experience above 15 years are giving high importance to pay benefits, Involvement, Recognition and employee engagement, the other level of importance are as follows, Leadership, Job satisfaction, Attitude,, Performance, Career development and Values.

This result indicates that the five factors do not vary significantly, but the remaining five factors namely Career development, employee performance, Job satisfaction, Involvement, Values, and employee Engagement are significant. This implies that experience is independent of engagement.

Two Ways ANOVA

Table: 2. Difference In Engagement Level Based on Age And Type of Company

Age	Company type	Mean	Source	Type III Sum of Squares	df	Mean Square	F	Sig.
20-25 years	TVS	3.190	Age	8.324	4	5.331	6.618	.000
	Hyundai	3.756	Company type	20.323	1	20.323	44.096	.000
26-30 years	TVS	3.303	age *	.793	4	.198	.430	.787
	Hyundai	3.829	Company type					
31-35 years	TVS	3.194						
	Hyundai	3.798						
36-40 years	TVS	3.045						
	Hyundai	3.807						
Above41 years	TVS	3.135						
	Hyundai	3.545						

Engagement is defined as physical presence and observable behaviour of an individual in the workplace but also a commitment of an employee to work that is both cognitive and emotional, the engagement level may vary across age and company type. To know the variance in engagement of employees in the age category and company type, Two Way ANOVA has been applied. It is found that, in TVS motors the employees belongs to the age group of 31 – 35 years are highly engaged in their work. In Hyundai company the employees belongs to the age group of 26 –



30 years are highly engaged in their work. Two Way Anova has been used to test whether there is any variation in the employee engagement based on age, company type and both combined together.

Ho31: There is no significance variance in the Employee engagement across the age.

Ho32: There is no significance variance in the Employee engagement across the company type.

Ho33: There is no significance variance in the Employee engagement across the age company type together.

From the test value it is revealed that here is significance difference in the Employee engagement among the respondents across the different age group. The F value is 6.618 and the P value is .000*. Hence null hypothesis (Ho1) is rejected.

Since for company type F value = 44.096 and the P value = .000*, the hypothesis Ho2 is rejected. Hence it is concluded that there is significance difference between the Employee engagement and company type.

The combined effect of age and company type on Employee engagement also tested. The Hypothesis H03 got accepted, because F value = 0.430 and P value is 0.787. Hence Employee engagement does not differ by respondent's age group, company type and combined together.

Findings

The respondents having experience between 10 - 15 years are giving high importance to pay benefits Recognition and employee engagement, the other level of importance are as follows, Involvement, Job satisfaction, Leadership, Attitude,, Performance, Career development and Values. The respondents having experience above 15 years are giving high importance to pay benefits, Involvement, Recognition and employee engagement, the other level of importance are as follows, Leadership, Job satisfaction, Attitude,, Performance, Career development and Values.

This result indicates that the five factors do not vary significantly, but the remaining five factors namely Career development, employee performance, Job satisfaction, Involvement, Values, and employee Engagement are significant. This implies that experience is independent of engagement. From the test value it is revealed that here is significance difference in the Employee engagement among the respondents across the different age group. The F value is 6.618 and the P value is .000*. Hence null hypothesis (Ho1) is rejected.

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Suggestions

The automobile industry is a dynamic and ever competitive industry with lot of business opportunities and potential. The employee profile of the industry is very different among other industries. Also this industry provides equal importance and opportunities to all employees working in the industry. Even though employees in the team, they focused on their individual targets. Most of the employees are middle aged (between 31 – 35 years), majority of the employees in the group are matured adulthood. Significant developmental tasks in the age group includes making vocational adjustments, affiliating with the congenial social groups, trying to change management and taking civic responsibilities, (Hurlock, 2006). Hence it makes better business sense to address these issues of industry and to appoint sustainable work force. Highlighting employment in the automobile industry as a career, developing strong ties in the workplace either formally or informally, addressing relationship issues or providing training for their skill development and effective engagement.



Organizations must create engagement teams in each department and also design the objectives, motto, functions and responsibilities of the teams. Each engagement teams headed by a managerial cadre official and they have to report periodically to the General Manager of the organization.

Organizations have to makes the employees to feel valued, inspired and self motivated, by this way they will be voluntarily take initiatives to achieve goals of their teams and company.

The wellbeing of the employees makes them healthy and happy. So, they will work with love and affection. So their quality and quantity will be high. Due to that, the organizations have to take care of their employees' wellbeing.

Organizations have to develop the employees' belief about themselves and organization, so increase their level of confident; by the way they will achieve zero-defect in Organizations must equip the employees by providing train them to learn new things, so they can update their field data and their knowledge, through that they will achieves huge production.

Conclusion

The employees' performance is the main motto of any organization, to improve that Employee engagement is used as one tool. The Employee engagement and performance are two sides of same coin. Where employees exist, there only activities are fruitfully getting done and the employees can performe with full swing. This study results shows Employee engagement has positive and direct impact on performance of employees. In the present scenario the drivers of performance are Employee engagement Involvement and loyalty of employees with organization. They are playing vital role in achieving work goals, stimulate personal growth, learning, and development. In addition, they can utilize resources with optimum manner. Particularly they have motivational potential in the face of high job demands. Further, Involved employees are different from other employees in terms of their personal characteristics and performance. Finally, they possess more personal resources, including optimism, self-efficacy, self-esteem and an active coping style. These characteristics surely help them to make an impact in their work environment and they can give best performances successfully.

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