

EMPLOYEE ENGAGEMENT & PERFORMANCE MANAGEMENT

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ABSTRACT

Numerous elements, some of which are fundamental to the individual, can inspire and engage a person, including a proactive personality, excitement for their work, the significance of their position in society, and the satisfaction they derive from it. Support provided by the organization, such as a compelling mission, dependable leadership, effective work procedures, and performance management, are additional variables that increase employee engagement. According to studies on employee engagement, nearly all employees show curiosity when they start a new job, but this percentage of engaged people dramatically decreases. Less than 40% of recent hires who have worked for the organization for at least six months report being engaged, and this percentage declines over time. After ten years of employment, 20% of workers are still employed. Even if we may predict a decline in the first ecstasy after organizational admission due to habituation to job tasks and routines, a dip this big cannot be explained by the enchantment wearing off. A lot of leaders don't seem to be taking the steps necessary to maintain the initial zeal and dedication of employees and what's worse is that many of us are unaware that they must. Too many leaders don't appear to be taking the necessary steps to maintain the initial vigor and commitment of workers, and, what's worse; many do not understand that they have a substantial impact on the decline of employee engagement (Ayers, 2007). Managers are essential in fostering employee engagement, which in turn fosters high levels of staff performance. Numerous investigations have revealed the importance of regular, open, and honest communication between coworkers for effective organizational performance and collaboration. Senior managers of businesses that win "best companies to work for" awards inspire their staff through communication and interpersonal interactions. They communicate openly, honestly, and honestly with their team members of their team; they are answerable to them; and they exchange messages with them. They also offer clear directions.

Keywords: Employee Engagement, Performance management, Productivity, Commitment.

INTRODUCTION

Performance management is crucial to an organization's success. It is regarded as the "Biggest Weakness" of HR management because it is the fundamental means of executing tasks (Pulakos, 2009), and managers must place a high priority on it. Yet, according to employee attitudes, performance management is constantly one of the least-liked subjects. Less than a third of staff agree that their organization can help them perform better with the help of the performance management system. Yet less than one-third of employees believe that their firm can help individuals perform better with the assistance of the performance management process, and yet quality management regularly ranks among the least appealing topics in employee satisfaction polls. Due to the problems they are now having, many businesses are now focused on their performance management systems and looking at ways to improve employee performance. Throughout this paper, we believe that prioritizing employee engagement as a factor in performance improvement is a critical strategy to improve the performance

management process because organizations are now concentrating their eye on their performance management systems and looking at tactics to boost employee performance as a result of the problems they are currently confronting. We argue in this study that stressing employee involvement as a factor in performance improvement is a crucial tactic to enhance the process of managing performance. Interpersonal conflict differs from the two previous notions and Adherence to Rafferty et al. (2005) because it amply demonstrates that it is a process that benefits both the person and the organization. Employers and employees participate in a process known as engagement that involves a simultaneous effort exchange to achieve organizational goals and enhance organizational performance. when employees feel a sense of belonging to the organization There is a connection between employee engagement and performance outcomes; the higher the commitment, the stronger the sense of belonging, enthusiasm, and passion for the work; start companies relations, which reduce confusion, disputes, truancy, and employee turnover; and the greater the role knowledge, which promotes effectiveness and efficiency in the workplace and motivates people to take on extra obligations to improve performance and reputation. Companies with an above-average employee engagement have a likelihood of success that is essentially twice as high (Harter, 2015).

LITERATURE REVIEW

Demerouti & Cropanzano (2017) reviewed a variety of approaches and realized that participation can enhance performance attributable to a range of processes. According to a recent meta-analysis, involvement is strongly connected with commitment, well-being, intention to leave, and performance (Halbesleben, 2010). Research on burnout has also shown a connection to lower performance and productivity, which some view to be the nemesis of engagement. A person's developmental objectives can be taken into account while setting goals, according to Pulakos (2009), even though an individual's performance targets should promote higher-level organizational objectives. According to Lyons & Schneider (2009) and other authors, transformative leadership can raise employees' social support perceptions, which in turn can raise engagement. Another method that transformative leadership could boost engagement is through self-concordance. According to Bono and Judge, followers' ego was discovered to be positively correlated with transformational leadership (2009). Therefore, if employees' requirements are taken into account and their wants, goals, and ambitions are a big part of the goal-setting processes, followers of transformative leaders may feel that their professional aims are more satisfying. As a result, the linkage between involvement and performance is supported by engagement models, theory, and research. An expanding corpus of research that demonstrates a connection between engagement and individual performance as well as a link between engagement and organizational performance supports their conclusions. Anitha (2014) noted that it is uncommon for the motivational underpinnings of performance management concepts and practices to be perceptible. Schaufeli & Salanova (2011) provide a three-step procedure for guaranteeing that a company and an employee have clear expectations for one another. First, find out the employee's values, preferences, and goals. Second, create an Employee Tie Up (EDA) that establishes these goals and secures the vital resources for the business. Third, keep track of the EDA's progress toward its goals and adjust the targets and resources as pertinent. By concentrating on individual goals (as opposed to corporate objectives) and the resources required to achieve them, this technique, according to Schaufeli & Salanova (2011), adapts current performance management practices. Transformational leadership, according to Lyons & Schneider (2009), can raise employees' perceptions of community support, which in turn can

raise retention. Another method that transformative leadership could boost engagement is through self-concordance. Bono and Judge discovered that followers' soul was positively connected with transformational leadership (2003). In light of this, followers of transformative leaders could feel that their career interests are more gratifying.

METHODOLOGY

During the study, to better understand how employee engagement elements impact performance, a study of Reliance Jio Infocomm Limited's 40 workers was performed.

Worker involvement Commentary on performance, levels of job stress, performance standards, ambitions that are clear, performance awards, demotivation, and career training and career progression; relationships with peers.

Workplace - Improved work life, flextime hours, advancement of core work-related specialisms, and participative management in decision-making.

Population of the Study

The Study's populace the key demographic included all Jio employees because the study's employee was its unit of analysis.

Sampling and Sampling Size

A total of 40 people, including management and non-management individuals, were taken into the sample. This amount was deemed sufficient because it was more than the standard minimum sample size of 30, which is 30. To provide a balanced representation of respondents from the company's various divisions, the individuals will be chosen using a feasible survey method.

Demographics

All Jio Organization workers have access to the questionnaire survey. 40 people made up the entire sample.

We categorized the 40 employees by gender. About 62.5% of men and 37.5% of women answered the poll in this Table 1.

Table 1 GENDER		
Gender	Frequency	Percent
Male	25	62.5
Female	15	37.5

Table 2 AGE		
Age	Frequency	percent
21-30	9	22.5
30-40	22	55
40- 50	9	22.5

In the survey, about 55 percent of employees are from the age group 30-40, and 22.5 percent of 21 -30 and 40-50 are from this age group Table 2.

Table 3		
YEARS OF EXPERIENCE IN JIO		
Years of experience	Frequency	percent
1to 5	12	30
5 to 10	17	42.5
10 to 15	11	27.5

In the survey, about 42.5% of employees are from 5 to 10 years of experience. And 30 % of years of experience from 1 to 5 and 27.5% of 10 to 15 years of experience Table 3.

Reliability Analysis

Cronbach's alpha is a metric that expresses internal consistency or the degree to which a set of variables are interconnected. As a scale reliability indicator, it is recognized. The measure may not be one-dimensional if alpha has a "high" value alpha has a "high" value, the measure may not be one-dimensional. If consideration of factors other than statistical validity.

The amount of employee engagement in the company is measured through a questionnaire administered to the workforce. We gathered the data from the answers provided by the employees in a questionnaire survey for reliability analysis, and the results indicate that the data is reliable and suitable for further study.

Analysis of the Result

The questionnaire includes the demographics, years of experience, and variables contributing to employee engagement. The Study's overall consistency is shown by Cronbach's Alpha Score is 0.701 which means the internal consistency is Acceptable and we can do further analysis for the study. The sum of variance is 13.5 and variance is 39.21 and the of items is 15 and the data tested for reliability analysis is reliable and consistent Table 4.

Table 4	
ANALYSIS OF THE RESULT	
Description	values
no of items	15
sum of variance	13.53375
variance	39.21
cronbachs alpha	0.701613564

Regression Analysis

Regression is a statistical technique used to gauge the strength of a linear relationship between two variables. Regression illustrates the cause-and-effect relationship between the two.

In this study's dependent variable (employee performance) and independent variable, we have taken the (employee engagement), independent variable to find the influence of the two variables on each other.

HYPOTHESIS

Null hypothesis: There is no relationship between the Independent variable (employee engagement) and the Dependent variable (Employee performance).

Alternate hypothesis: There is a relationship between the Independent variable and dependent variable.

Table 5 RESULTS	
t Stat	P-value
2.991688801	0.004851799
4.273023695	0.000124599
3.423792731	0.001493617

As a result Table 5, the regression analysis's p-value is below the threshold of 0.05, rejecting the null hypothesis and demonstrating that there is a statistical significance link between employee engagement and job performance.

DISCUSSION

An organization's capacity to manage employee engagement is closely tied to its capacity to provide high levels of performance and outstanding business results. A few advantages of having engaged employees are listed below. Engaged employees have a positive impact on the bottom line of the company, employee loyalty, the marketing of the company, the use of its products and services, and more. They usually have higher levels of motivation and will do better. Employee engagement and profitability are closely tied. Emotionally invested employees form bonds with their employers. Customer satisfaction and service standards rise as a result of how they serve the company's clients. Employee trust in the organization is also increased by Companies who spend on staff training to provide them with new skills that are considered more desirable since they care about the performance of their employees in the future as well as their current performance. Training may also be related to engagement because it can motivate employees. Employees who feel valued and appreciated work harder for companies that invest in their training. The engagement's excitement, commitment, and connection with its strategy and goals. Sustainability is ensured by training evaluation: Training evaluation ensures that training programs are in compliance with competency criteria and that the goals are achieved. Check the cost: Training efforts are evaluated to ensure that they increase the caliber of the work produced, employee conduct, attitude, and learning of new skills while remaining within a defined budget. The elements affecting an employee's participation at work have a bearing on their performance.

CONCLUSION

The effective performance management "*may help you build and keep a high level of employee engagement, which leads to higher levels of performance*". If performance management practices were regarded favourably by staff members and this resulted in additional favourable outcomes, such as a rise in commitment and job satisfaction, then performance management processes were a success. Employee involvement and work performance. Until then, we believe that organizations that wish to use employee engagement to create a competitive edge will be most successful if they integrate performance management and employee engagement into their operations.

A cogent paradigm and procedure for fostering employees' involvement that goes beyond the use of technology is presented, which constitutes another significant advancement in the literature on engagement to encourage greater levels of performance.

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