

# A Study on Impact of Employee Engagement on Work Force Excellence

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## Abstract

The aim of this study is to study the impact of employee engagement on Work Force performance among the employees of manufacturing organisations in Dindigul district.. The factors that are believed to affect employee engagement are shift timings, facilities, job security, safety in the firm, policies and procedures, opportunities for development, pay equity, autonomy & decision making, grievances redressal, career growth opportunities, recognition from superiors, family hours, designations based on qualifications, communication channels, relationship with superiors, pay & benefits, health & safety, performance appraisal, performance of company, communication training leadership, grievance procedure career development and other benefits. A sample of 100 employees will be surveyed using a questionnaire in order to achieve the research's objectives. Descriptive statistics such as Kolmogorav-Smirnov test and multiple regressions will be used in order to analyse the data. The results of the study suggest that all factors of employee engagement have a positive effect on overall work force performance.

**Keywords:** Employees of manufacturing organisations in Dindigul district - Employee engagement – Impact on Workforce excellence – reg.

## Prologue

Every business organization's primary goal is to become the leader in the market and increase revenue, however in today's globalized world, organizations have to put forth a lot of effort to reach these targets. Accomplishing market leadership or maximizing profit is not an easy task. These can be achieved by improving technology,

eliminating mistakes, producing customer-favored quality products, providing satisfactory services, reducing cost and getting rid of superfluosness. To achieve all the aforementioned, the organization needs to be proficient in its workforce. Workforce excellence is essential for every company as it serves as a foundation to optimize business potential and performances. It assists with forecasting plans precisely and

helps to achieve objectives. An outstanding workforce helps in reaching goals and targets with the ability to manage different strategies, objectives and circumstances and labour intensive processes. Workforce excellence will bring about improved productivity and effectiveness. Employee engagement is essential to the well-being of any organization as it leads to strong business results. Employee engagement is essential to the well-being of any organization as it leads to strong business results. It covers the topics of commitment, satisfaction and organizational behavior. Employee engagement is basically the level of engagement and commitment employees have to the organization and its values. When employees are engaged, they are aware of business issues and collaborate with others to improve performance for the benefit of the organization. In this case, employees have a positive emotional connection to their work. There are many factors that indicate an employee is a dedicated employee. This research focuses on how the Employee engagement helps to attain the workforce excellence.

## Work force excellence - Introduction

The idea of workforce excellence is complex and can have many interpretations; as such, it is hard to pinpoint a single definition. It is a tool which drives the critical goals of a business and achieves better results by capitalizing on their human resources. This excellence relies on the perspective and aims of the company, the implementation of human resource procedures, the changes implemented by managers, the training opportunities available and the structure and organization of the business.

Management experts explain it as when “employees of the highest standard work in an atmosphere that is encouraging, showing respect to their colleagues and which is positive and helpful to their jobs”.

The hospice organization has a different outlook on what Workforce excellence means: employees should be justly compensated, acknowledged, and rewarded. This is beneficial for both the worker and the business, as they are consistently being trained to handle the increasing requirements of the clients they attend to and the companies they work for.

In short, Workforce excellence is an intricate concept made up of multiple interdependent components that need to be thoughtfully taken into account. This involves the organization’s vision and objectives, good Human Resources practices, leadership transformations, learning opportunities, and organizational alignment, capacity building, and design. All of these are necessary to ensure the efficiency of the workforce and to help reach meaningful organizational ambitions.

## Workforce Excellence Characteristics:

- **Appropriate for the job:** Companies with superior workforces have done extensive examinations to make sure that the right personnel are working on the job, and any lack of skill is addressed through developmental activities. Continuous performance monitoring fine-tunes the connection between the employee’s capabilities and the job’s needs.
- **Involved/dedicated:** Having the right person for the job is only part of the equation; if the worker is not inspired

to perform, the results will most likely not meet expectations. Businesses with remarkable workforces have found a way to clearly express their objectives and involve their employees at all levels of the organization to meet those targets. Efficient performance management and incentive systems are particularly essential in making sure that workers are highly engaged.

- **Agile:** Businesses must frequently modify their approach in light of shifting economic and legal factors, as well as to exploit potential openings. Companies with top-notch personnel understand their staff's capabilities and qualifications, which helps them to re-allocate resources as necessary to match the conditions, often preventing the costly course of laying off and re-hiring employees that affects morale, performance and earnings.
- **Efficient:** Outstanding teams use their abilities, dedication and pliability to achieve and surpass the productivity targets established by executive leadership.

## EMPLOYEE ENGAGEMENT

In this modern and ever-evolving world, all businesses need to gain remarkable outcomes. It is essential to identify a successful corporate model that brings together an advantageous commercial plan and dedicated staffs who are devoted to the organization's goals. In order to reach this target, workers must feel respected and esteemed. In general, employee engagement is augmented by giving them the possibility for career evolution in the organization, the acknowledgement they acquire from their tasks, and the firm's status. Employees crave attention and want to notice that somebody

takes notice of them as individuals. Staff ought to work with enthusiasm and feel that they are making a contribution to their companies' progress. Numerous surveys demonstrate that the most desirable reward is personal; swift recognition from their supervisors and top administrators in the corporation.

Employee engagement is a concept which encompasses an employee's passionate commitment to their job, as well as an emotional and behavioral investment in their organization. It is defined as the degree of dedication, vigor, and absorption which an individual displays while carrying out their duties. This attachment to their work and loyalty to their company is a positive psychological state which leads to the workforce excellence and achievement of organizational objectives.

## REVIEW OF LITERATURE

RQuestica (2015) discussed as that individual employee's problems can be of personal ability to work, supervision issues of leadership and personal trauma to cope with the workload.

Abdulwahab S. Bin Shmailan(2016) revealed as employee engagement which brings the organizational success and development and also mentioned as the advantages of having the satisfied engaged employees lead the organization towards high performance, competitive and profitable.

Saloni Devi (2017) Employee Engagement is a constructive attitude by the employees about the organization and its values and the companies are with higher levels of employee engagement do better than their rivals. Engaged employees can help the organizations to achieve its

goals and objectives and it provides the crucial competitive advantages.

Employee engagement plays an important role in the organization so that it can improve individual performance which in turn can provide job satisfaction (Garg, Dar & Mishra, 2018). Employee engagement significantly affected organizational performance and three of its dimensions, vigor, absorption, and dedication contributed significantly to organizational performance. Employee engagement positively and significantly affected job satisfaction, among three vigor had the most contribution Mahmoud Al-dalahmehet.al(2018).

Pragati Jayantibhai Vasani and Vaishali Vishwanathan Pillai(2019) found that all the factors of Employee engagement are affecting the employee performance in the positive way at the organization.

Khusanova R, Kang S-W and Choi SB (2021) conducted Mediation analysis and confirmed a positive association and influence between job meaningfulness and engagement and the relationship between work engagement and performance.

## SCOPE OF THE STUDY

The scope of the study is confined only to the Manufacturing organisations in Dindigul district. The research aims to find out impact of employee engagement on organizational performance manufacturing organisations in Dindigul district. Therefore, researcher has made a humble attempt to assess the employee engagement factors and its influence on organizational performance manufacturing organisations in Dindigul district

## RESEARCH DESIGN AND METHODOLOGY

This research is descriptive in nature. It evaluates relationship between Employee Engagement and Organizational Performance. Following steps have been undertaken to make this research objective more accurate:

## SAMPLE DESIGN & DATA COLLECTION

The present study used primary data collected through a questionnaire; simple random sampling technique was adopted to select a sample of 100 Manufacturing organisations employees from the universe. The study used cronbach's alpha was used to test normality after that Kolmogorov-smirnov test was used to analyze the hypothesis and at last cross tabulation was used to check the relationship between the variables of employee engagement and organizational performance among them-employees of Manufacturing organisations in Dindigul district.

## OBJECTIVES OF THE STUDY

The objective of the study is:

- To study the impact of the effect of employee engagement on organizational performance among the Manufacturing organisations in Dindigul district, Tamilnadu.

## HYPOTHESIS OF THE STUDY

- There is no relationship between the employee engagement and organizational performance of manufacturing organisations in Dindigul district, Tamilnadu (HO).
- There is relationship between the employee engagement and organizational performance of manufacturing organisations in Dindigul district, Tamilnadu (H1).

### Findings

- The Cronbach's alpha: .850, the standard value is at 0.5 but over here it's highly reliable, so all the questions were found reliable
- The descriptive of the question asked from the employees shows the data that, 60% employees were found highly satisfied with the overall compensation at the organization and 33% employees were found satisfied only 7% couldn't agree and were neutral whereas no employee were found dissatisfied as no respondent disagreed to the statement of satisfaction with overall compensation.
- About the superior relationship among the employees of Manufacturing organisations in Dindigul district that 34.6% of the respondents are Satisfied, and 30.9% of the respondents are dissatisfied. Among the employees of manufacturing organisations in Dindigul district 80.6% of the respondents stated that the supervisors are very supportive and caring but 19.4 % of respondents of the employees mentioned as they are not consoled with the Behaviour of the superiors. And 77.6% of the respondents opined as the superiors are properly

recognizing their good work and 22.4% of the respondents mentioned as they are not properly recognized.

- Regarding the opinion about the job security in firm that 23.86% of the respondents are Highly Satisfied, 52.67% of the respondents are satisfied, and 18.37% of the respondents are neither satisfied nor dissatisfied, and 5.1% of the respondent is dissatisfied. Regarding the opinion about autonomy and decision making practices followed by the leaders in organization, that 17.1% of the respondents are Highly Satisfied, 67.8% of the respondents are stated as satisfied, and 15.1% of the respondents are mentioned as dissatisfied.

	Mean	Std. deviation	K-S Z	Sig.
Compensation	1.47	.626	4.934	.000
Health & safety	1.30	.481	5.367	.000
Increment in salary	1.76	.570	4.33	.000
Performance of the organization	1.44	.591	5.005	.000
Training	1.53	.540	4.797	.000
Career	1.71	.716	4.429	.000

Regarding the opinion about the emotional attachment on job, that 82.7% of the respondents are replied as yes, and 17.3% of the respondents are not confirming that.

From the above Kolmogorav-Smirnov Test, it is observed that the employees are satisfied with the overall compensation at the organization, the Workplace health and safety is considered to be at least as production and quality, the Employees at the organization receive increment in salary after performance appraisal, the Employees are satisfied with the overall performance of the organization, the Managers at the organization provide proper training according to

the job profile of employee, the Employees at the organization have a clear understanding of their career.

	Mean	Std. deviation	K-S Z	Sig.
interpersonal relationship	1.74	.676	4.944	.000
working hours	1.36	.487	5.567	.000
time spend with family	1.86	.580	4.53	.000
society acceptance	1.34	.581	5.015	.000
working environment	1.43	.560	4.897	.000
	1.81	.776	4.459	.000

From the above Kolmogorav-Smirnov Test, it is observed that the employees are satisfied with the overall life factors , the interpersonal relationship, working hours, time available to spend with the family, societal acceptance and working environment are satisfied with the overall factors, the Employees at the organization have a clear understanding of their life too.

## Multiple regression analysis

Regression Analysis in general sense means the estimation or prediction of the unknown value of one variable from the known value of the other variable. It is one of the most important statistical tools which is extensively used in almost all sciences – natural, social and physical. It is specially used in business and economics to study the relationship between two or more variables that are related casually and for the estimation of demand and supply graphs,

cost functions, production and consumption functions so on.

$Y = b_0 + b_1 X_1 + b_2 X_2 + \dots + b_j X_j$  provides a good estimate of an individual Y score based on the X scores.

Where, Y = Quality of work life perceived by the Spinning mill employees

Model	R	Adjusted R Square	Std. Error of the Estimate
1	.819(a)	.827	.855

- X1= working hours
- X2 = Relationship with superiors
- X3 = Facilities
- X4 = Job security
- X5 = Safety in firm
- X6 = Policies and Procedures
- X7 = Opportunities for developments
- X8 = Pay equity and increments
- X9 = Autonomy & Decision Making
- X10 = Grievances Redressal
- X11 = Career growth opportunites
- X12 = Recognition from superiors
- X13 = Family hours
- X14 = Designation based on Qulaification
- X15 = Communication Channel

and  $b_0 + b_1 + b_2 + \dots + b_j$  are the parameters to be estimated

In regression, the relationship between the Quality of work life among the Manufacturing organisations employees of Dindigul District and Fifteen independent factors were studied. It was found that out of fifteen, all factors except Family hours were closely associated with the level of satisfaction towards their job by the selected sample respondents:

**TABLE: 1**

**Model Summary**

a Predictors: (Constant)Facilities, Job security, Safety in firm, Policies and Procedures, Opportunities for developments, Pay equity, Autonomy & Decision Making, Grievances Redressal, Career growth

opportunities, Recognition from superiors, Break between work, Designation based on Qulaification, Communication Channel, Relationship with superiors

a All requested variables entered., b Dependent Variable: my job is

SL.NO	Model	Unstandardized Coefficients		Stan- dardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	0.63	0.17		3.667	
	Shift Timings	.67	0.08	0.235	4.482	5%
	Facilities	0.39	0.049	0.085	1.878	NS
	Job security	0.88	0.02	0.895	43.748	1%
	Safety in firm	0.14	0.07	0.096	2.054	NS
	Policies and Procedures	0.45	0.01	0.211	3.416	5%
	Opportunities for developments	.25	.06	.450	7.977	5%
	Pay equity	0.37	0.02	0.140	3.124	1%
	Autonomy & Decision Making	0.31	0.10	0.128	2.882	1%
	Grievances Redressal	.19	.07	.155	2.561	1%
	Career growth	.25	.07	.223	3.588	NS
	opportunities					
	Recognition from superiors	.31	.09	.194	4.161	1%
	Family hours	-.06	.06	-.067	-1.063	5%
	Designation based on Qulaification	.251	.100	.281	4.516	1%
	Communication Channel	.080	.061	.071	1.309	1%
	Relationship with superiors	0.03	0.02	0.048	1.067	NS



## Coefficients (a)

From this multi-regression analysis we can infer that out of eleven factors, seven factors were closely associated with the Manufacturing organisations employees of Dindigul District. All factors except break between works were closely associated with the workforce excellence. This shows the Quality of work life is high for the Manufacturing organisations employees of Dindigul District and the positive factors leads the entire workforce towards a high level of satisfaction and excel in their job.

## Findings

Employees were extremely satisfied with the organization's overall returns. Employees are regularly recognized and awarded for their efforts. Workplace health and safety are regarded as important as production and quality. Employees receive salary increases following a performance evaluation. Employees are pleased with the organization's overall performance. Employees are informed about policies, goals, and strategies. Employees are at ease working for the company. Employees have everything they need to complete their tasks efficiently. Employees are properly trained by managers at the organization. Employees believe they are competent and capable of handling the job. Employees are well-versed in their profession. Managers provide constructive feedback to employees. The Effect of Salary Increases on overall contentment with pay. According to the study, employees agree with the organization's reward and recognition practices, and the aspect of performance appraisal assists them in setting and achieving meaningful goals. Employer provides training to his

employees while also being concerned with feedback from managers.

The Findings shows that Employee engagement factors are closely related to workforce excellence. Hence the Employee engagement is highly positively correlated with workforce excellence.

## Conclusion

If you want to keep your organization as a performing one means you have to keep your employees as engaged with your company, the Employee engagement factors always motivates the employees to perform, which maximize the performance. It will make up and maximize the organization earnings and make your organization as a victorious one. As a conclusion of this study there are many variables in the employee engagement which led for organizational performance and excell among the Manufacturing organisations employees of Dindigul District, and we can generalize this study to understand the position of remaining Manufacturing organisations employees in Tamilnadu.

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