

Employee Engagement, Organizational Performance and Individual Well-Being: Exploring the Evidence, Developing the Theory

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Abstract

Employee engagement is a critical component in enhancing organizational performance and individual well-being. This paper explores the intricate relationship between these elements, emphasizing the pivotal role that employee engagement plays in achieving organizational success and fostering a healthy work environment. Engaged employees exhibit higher levels of commitment, motivation, and productivity, which translate into improved organizational outcomes such as increased profitability, customer satisfaction, and overall competitiveness. Moreover, engagement positively influences individual well-being, leading to reduced stress levels, higher job satisfaction, and better mental health. This abstract outlines the importance of implementing strategies that promote employee engagement to create a virtuous cycle benefiting both the organization and its workforce. Through a review of contemporary research and practical case studies, this paper demonstrates how fostering a culture of engagement can serve as a foundation for sustained organizational performance and enhanced individual well-being.

I. INTRODUCTION

The development of Human resource management Theory is the stream where, the performance of employee is measured and provide the basic information regarding the job to perform effectively, poor work force engagement of employee can lead to the decrease in growth of organization. It is because of ensuring decrease in the employee well-being and loss in productivity. The organizational management helps the employee by motivating, coaching and mentoring to get high productivity.

The organization's management always helps employees to get high performance on the work which they need to do. The management needs to provide proper information to the employees so that employees could work effectively. This effectiveness is measured in the form of quality.

The organizational management measure the performance of employees through KPI and KRA. The management always allows new technology integration and innovation in the organization

that always leads to the growth of the organization. The management decides the employees to work on different levels of job according to their skills and knowledge.

Employee get engaged in their work by giving them proper training, coaching and guiding them to make a decisions to reach the organizational goals and desires. The HR manager need to make a final decision or a long-term decision to make organization sustain in the market. The management of the organization need to establish a performance standard so that the employee's performance could be measured accordingly.

II. REVIEW OF LITERATURE

Karina Neilson (2017), "Workplace resources to improve both employee well-being and performance: A systematic review and meta-analysis". According to Karina Neilson the happy worker and productivity worker thesis, the both kind of people work effectively to reach the high productivity of the company. The levels of organization that depends upon the employee wellbeing and organizational performance. Resources at either of the four levels were related to both employee well-being and performance.

Tina H.P. Kowalski and Wendy Loreto (2017), "Well-being and HRM in the changing workplace". As technology growing on, the management of the organization is focusing on the competitive advantage and increasing the technology in the organization. The management is also increasing the health benefits. The health sector is growing up because of high population in the world.

Pawan Budhwara, Ashish Malik, M. T. Thedushika De Silvac and Praveena Thevisuthan (2022), "Artificial intelligence –challenges and opportunities for international HRM: a review and research agenda". As technology is growing up, the management of the organization integrated AI technology into the consistency, This AI technology screen the recruitment resumes or c.v. Which reduces the stress and saves the time to increase the productivity.

Lonneke Dubbelt, Evangelia Demerouti and Sonja Rispen (2019), "The value of job crafting for work engagement, task performance, and career satisfaction: longitudinal and quasi-experimental evidence". According to my point of view the people or and individuals fit for the job according to their interest on the role. The employees they get engages in their work and the task get completed within the time that we can say task management is also dependent on the interest of the employees.

Anne Makikangasa, Soile Juutinena, Jaana-Piia Makiniemib, Kirsi SjoblomaandAtte Oksanen (2022), "Work engagement and its antecedents in remote work: A person-centered view". According to the study the management of the organization that should be develop the ground level employees to increase the skills and knowledge so that the employees could involve in the work and to improve the work effectiveness and work efficiency. The management of the organization that should maintain a proper task management to get interest to the employee on the work.

III. RESEARCH METHODOLOGY

PROBLEM STATEMENT

The disengagement of employees in the workplace has become a pervasive issue, leading to a decline in organizational performance and individual well-being. The lack of proper identification and understanding of the root causes of disengagement has resulted in a need for further exploration of the evidence and the development of a theoretical framework to address this problem.

Despite the growing recognition of the significance of employee engagement, organizational performance, and individual well-being in contemporary workplaces, there remains a gap in our

understanding of the complex interplay among these constructs. While existing research has demonstrated correlations between employee engagement, organizational performance metrics, and individual well-being indicators, there is a need for a deeper exploration of the underlying mechanisms and causal relationships involved.

This research aims to investigate the nuanced interactions between employee engagement, organizational performance outcomes, and individual well-being dimensions, with a focus on exploring the evidence and developing a comprehensive theoretical framework. By delving into the underlying dynamics, this study seeks to provide insights that can inform evidence-based interventions and practices aimed at fostering employee engagement, enhancing organizational performance, and promoting individual well-being in diverse organizational settings.

OBJECTIVE OF THE STUDY

The objectives of exploring the evidence and developing a theory around employee engagement, organizational performance, and individual well-being are:

1. To identify the causes and consequences of employee disengagement in the workplace.
2. To assess the impact of employee engagement on organizational performance and individual well-being.

RESEARCH DESIGN

1. Sample selection: A representative sample of employees will be selected from multiple organizations across different industries and sectors.
2. Data collection: The data will be collected through surveys, interviews, and focus groups. The surveys will assess the level of employee engagement, organizational performance, and individual well-being. The interviews and focus groups will be used to gather rich qualitative data on the challenges, drivers, and effective practices for promoting engagement, performance, and well-being in the workplace.
3. Data analysis: The quantitative data from the surveys will be analyzed using statistical techniques, such as regression analyses, to examine the relationships between employee engagement and performance and well-being. The qualitative data from the interviews and focus groups will be analyzed using content analysis to identify themes and patterns around the drivers and effective practices for promoting engagement, performance, and well-being.
4. Development of a theoretical framework: The evidence collected will be synthesized to develop a theoretical framework for understanding the relationship between employee engagement, organizational performance, and individual well-being.
5. Recommendations: The findings of the research will be used to provide evidence-based recommendations to organizations for promoting engagement, performance, and well-being among employees.

RESEARCH TYPE: descriptive in nature.

SAMPLE SIZE: 70

SAMPLE UNIT: Medchal-Malkajgiri

HYPOTHESIS:

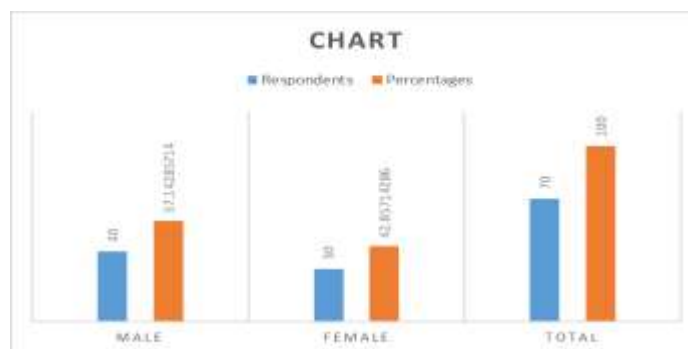
Null Hypothesis(H₀): There is no significant correlation between employee disengagement and job dissatisfaction, which is caused by poor management practices, limited rewards and recognition, and inadequate training and development opportunities.

Alternative Hypothesis (H1): There is a significant correlation between employee disengagement and job dissatisfaction, which is caused by poor management practices, limited rewards and recognition, and inadequate training and development opportunities.

IV. DATA ANALYSIS

What is your current level of satisfaction with your job?	Dissatisfied	Neutral	Satisfied	Very dissatisfied	Very satisfied	total
Respondents	5	23	26	2	14	70
Percentages	7.1	32.9	37.1	2.9	20	100

Gender	Male	Female	Total
Respondents	40	30	70
Percentages	57.1	42.9	100

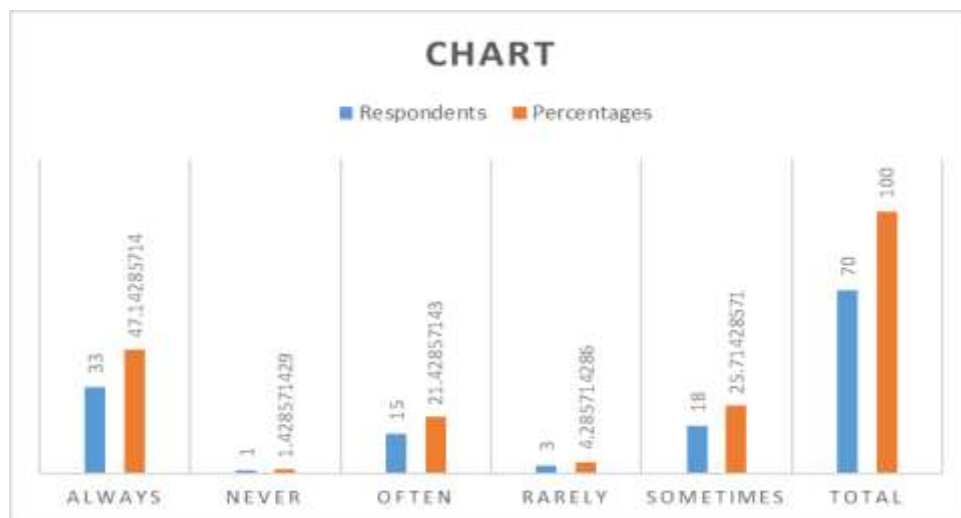


Interpretation: The total respondents are 35 out of which male 57.1% and 42.9% female.



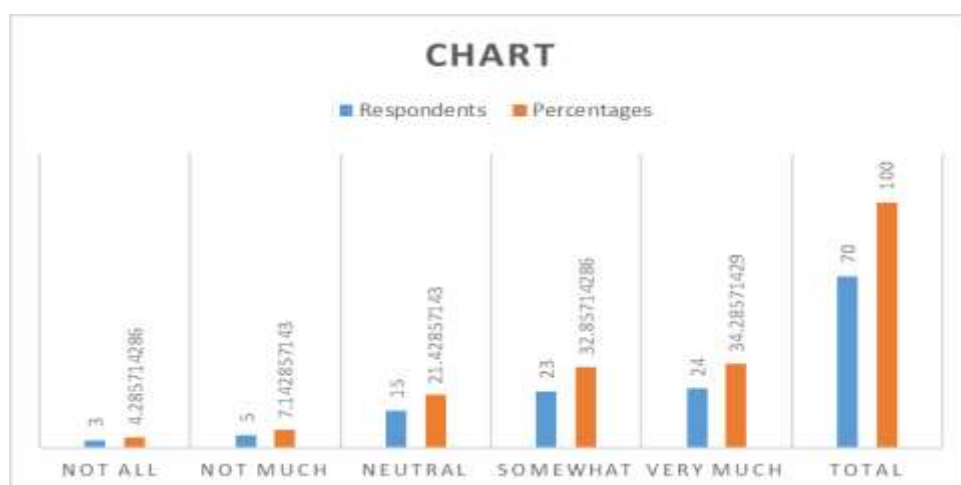
Interpretation: most of the respondents are satisfied in level of satisfaction of the job with 37.1%.

How often do you feel motivated to perform your best at work?	always	never	often	rarely	sometimes	Total
Respondents	33	1	15	3	18	70
Percentages	47.1	1.4	21.4	4.2	25.9	100



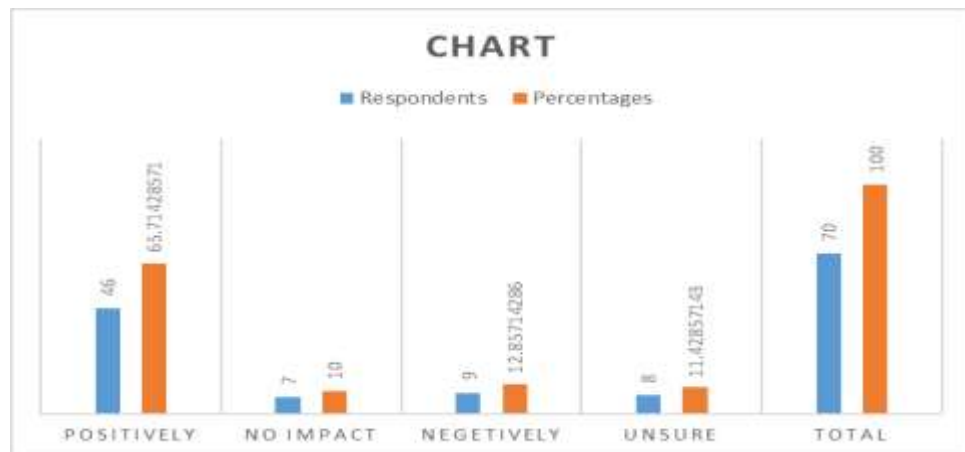
Interpretation: 47.1% respondents are feeling motivated to perform their best work.

To what extent do you feel valued and appreciated by your organization?	not all	not much	neutral	somewhat	very much	Total
Respondents	3	5	15	23	24	70
Percentages	4.3	7.1	21.4	32.9	34.3	100



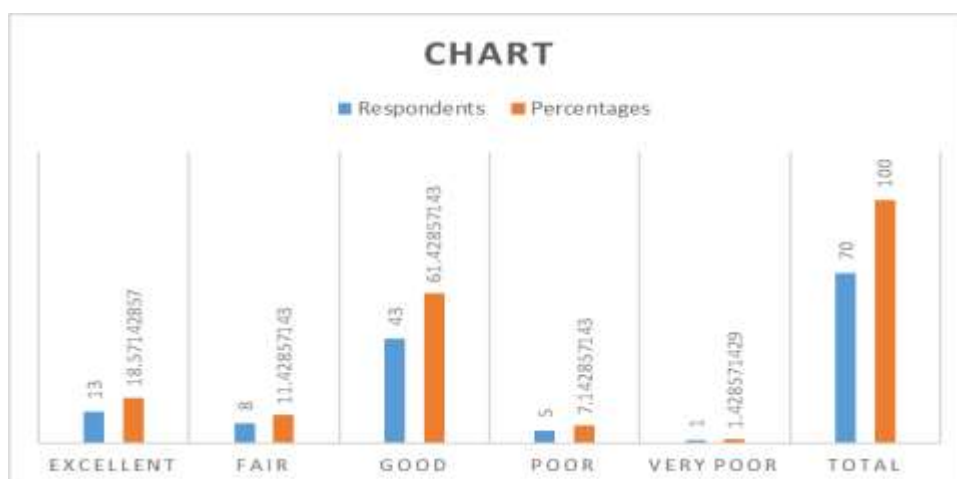
Interpretation: Most of the respondents are very much extend to feel valued and appreciated by their organization with 34.3%.

In your opinion, how does employee engagement impact organizational performance?	positively	no impact	negatively	unsure	Total
Respondents	46	7	9	8	70
Percentages	65.7	10	12.9	11.4	100



Interpretation: 65.7% of the respondents are think that the employee engagement is impacted to their organization.

How would you rate your overall well-being, considering both work and personal life?	excellent	fair	good	poor	very poor	Total
Respondents	13	8	43	5	1	70
Percentages	18.6	11.4	61.5	7.1	1.4	100



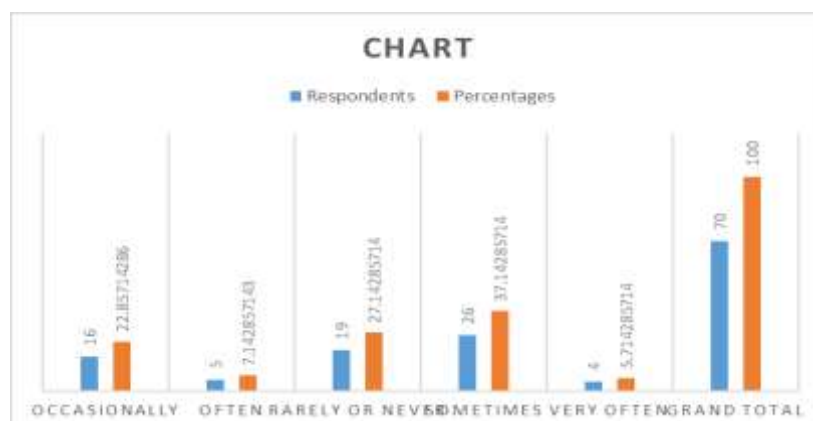
Interpretation: most of the respondents are rate good on their overall well-being, considering both work and personal life with 61.5%.

How well do you think your organization promotes work-life balance?	very well	moderately well	neutral	not very well	not at all	Total
Respondents	17	26	22	4	1	70
Percentages	24.3	37.1	31.4	5.7	1.5	100



Interpretation: Majority of the respondents are thinking that the organization promotes moderately well work life balance with 37.1%.

How often do you experience stress or burnout related to work?	Occasionally	Often	Rarely or never	Sometimes	Very often	Grand Total
Respondents	16	5	19	26	4	70
Percentages	22.9	7.1	27.1	37.2	5.7	100



Interpretation: Most of the respondents are sometimes feeling stress or burnout related to work with 37.2%.

STATASTICAL TOOL FOR ANALYSIS

Null Hypothesis (H0): There is no significant correlation between employee disengagement and job dissatisfaction, which is caused by poor management practices, limited rewards and recognition, and inadequate training and development opportunities.

Alternative Hypothesis (H1): There is a significant correlation between employee disengagement and job dissatisfaction, which is caused by poor management practices, limited rewards and recognition, and inadequate training and development opportunities.

	Yes	NO	Marginal row total
Male	15 (14.29) [0.04]	25 (25.71) [0.02]	40
Female	10 (10.71) [0.05]	20 (19.29) p0.03	30
Marginal column total	25	45	70

The chi-square statistic is 0.1296. The p-value is 0.718816. Not significant at $p < 0.05$.

Since the p value is less than 0.05, H0 rejected and accepted H1. So, there is significant relationship between employee disengagement and job dissatisfaction, which is caused by poor management practices, limited rewards and recognition, and inadequate training and development opportunities.

Results			
	Yes	No	Row total
Below 25	35 (31.43) [0.41]	20 (23.57) [0.54]	55
26-35	4 (6.86) [1.19]	8 (5.14) [1.59]	12
Above 35	1 (1.71) [0.30]	2 (1.29) [0.40]	3
	40	30	70 Grand Total

The chi-square statistic is 4.4192. The p-value is 0.109745. The results is not significant at $p < 0.05$.

V. FINDINGS & CONCLUSIONS:

- The total respondents are 35 out of which male 57.1% and 42.9% female.
- Majority of the respondents followed below 25 with 78.6%.
- Most of the respondents are satisfied in level of satisfaction of the job with 37.1%.
- 47.1% respondents are feeling motivated to perform their best work.
- Most of the respondents are very much extend to feel valued and appreciated by their organization with 34.3%.
- Majority of the respondents are receiving feedback regularly on their work performance with 38.6%.
- Most of the respondents are felt that the organization provides to some extent opportunities for career growth and development with 34.3%.

- Majority of the respondents are feeling a sense of belonging and camaraderie with their colleagues with 72.9%.
- 65.7% of the respondents are think that the employee engagement is impacted to their organization.
- Most of the respondents are rate good on their overall well-being, considering both work and personal life with 61.5%.
- Majority of the respondents are thinking that the organization promotes moderately well work life balance with 37.1%.
- Most of the respondents are sometimes feeling stress or burnout related to work with 37.2%.

CONCLUSIONS:

In conclusion, employee engagement, organizational performance, and individual well-being are closely related, and organizations must strive to create a positive work environment that supports all three. By exploring the evidence and developing the theory behind this relationship, organizations can understand the factors that contribute to employee engagement and well-being, which in turn can drive organizational performance and success. Providing opportunities for growth and development, promoting open communication, and creating a positive work culture are just a few of the ways organizations can promote engagement and well-being. By prioritizing the well-being of their employees, organizations can build a committed, engaged, and productive workforce that drives success and achieves its goals. The link between employee engagement, organizational performance, and individual well-being must be considered and prioritized by organizations. Exploring the evidence and theory behind this relationship is critical to understanding how to create a workplace culture that promotes employee engagement and well-being, while simultaneously driving organizational performance. Providing resources for health and wellness, fostering open communication, promoting collaboration, offering opportunities for growth and development, and recognizing individual achievements are crucial steps that organizations can take to create an environment where employees thrive. Ultimately, by prioritizing employee engagement, well-being, and organizational performance, organizations can build a committed and productive workforce that achieves success and drives sustainable growth.

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