

Impetus of Employee Engagement on Employee Performance at Manufacturing Industries in Coimbatore

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Abstract

Employee Engagement Is A Critical Factor Influencing Organizational Success, Directly Impacting Employee Performance. This Research Investigates The Relationship Between Employee Engagement And Performance Within The Context Of Manufacturing Industries In Coimbatore. Utilizing A Quantitative Approach, The Study Aims To Provide Empirical Evidence Supporting The Positive Correlation Between Engagement Levels And Performance Outcomes. Data Collection Was Carried Out By Distributing Surveys Among Employees Across Various Manufacturing Industries In Coimbatore.

Key Words: *Employee Engagement, Performance And Manufacturing Industries.*

Introduction

Employee Engagement Has Increasingly Garnered Attention As A Pivotal Determinant Of Organizational Success, Encompassing An Employee's Emotional Commitment And Involvement In Their Work Tasks And Organizational Goals (Saks, 2020). Engaged Employees Are Known To Exhibit Higher Levels Of Productivity, Innovation, And Job Satisfaction, Thereby Contributing Significantly To Overall Performance Outcomes (Shuck & Wollard, 2010). In The Competitive Business Environment Of Coimbatore, Understanding The Impact Of Employee Engagement On Performance Becomes Crucial For Sustaining Competitive Advantage And Achieving Long-Term Growth. According To Bakker And Albrecht (2018), Engaged Employees Are More Likely To Demonstrate Discretionary Effort And Commitment Beyond Contractual Obligations, Positively Influencing Team Dynamics And Overall Productivity. Moreover, Research By Harter Et Al. (2021) Emphasizes That Engaged Employees Tend To Have Lower Absenteeism Rates And Turnover Intentions, Contributing To Reduced Organizational Costs And Improved Operational Efficiency. Xanthopoulou Et Al. (2017) Propose That Engagement Fosters A Motivational State Wherein Employees Feel Energized And Absorbed In Their Tasks, Leading To Higher Levels Of Job Performance And Creativity. Furthermore, Organizational Practices Such As Leadership Styles, Communication Strategies, And Recognition Programs Play Pivotal Roles In Cultivating And Sustaining Employee Engagement (Macey & Schneider, 2016). Numerous Studies Have Highlighted The Positive Correlation Between Employee Engagement And Organizational Performance Metrics Such As Productivity, Quality Of Output, Customer Satisfaction, And Profitability (Harter Et Al., 2002; Macey & Schneider, 2008). Empirical Studies Specific To Manufacturing Industries Underscore The Significance Of Employee Engagement In Achieving Operational Excellence And Competitive Advantage (Macey & Schneider, 2008; Mishra & Bhatnagar, 2009).

Problem Identification

The Study On The "Impact Of Employee Engagement On Employee Performance At Manufacturing Industries" Discourses numerous acute Issues Prevalent In The Sector. Manufacturing Industries Often Grapple With Low Employee Productivity, High Turnover Rates, And Challenges Related To Safety And Quality Standards. Moreover, Employees Frequently Experience Low Motivation, Job Satisfaction, And Inadequate Communication That Can Lead To High Absenteeism And Suboptimal Performance. The Research Aims To Investigate Whether Increased Employee Engagement Can Alleviate These Issues, Nurturing To Synchronize With Organizational Goals, Enhanced Skill Development, And A Supplemented Innovative Work Environment. By Examining These Problems, The Study Seeks To Uncover The Extent To Which Engagement Initiatives Can

Research Gap

The Research Aims An Extensive Study To Explore Employee Engagement And Its Effects On Performance Within The Manufacturing Industry. Predominantly, Previous Researches Has Frequently Generalized Findings Across Diverse Industries, Administering The Distinctive Challenges And Dynamics Of Manufacturing Environments. It Was Observed That There Is A Limited Empirical Evidence On How Specific Engagement Strategies Impact Key Performance Indicators Such As Productivity, Leadership, Communication And Innovation In This Sector. This Study Seeks To Bridge These Gaps By Providing Targeted Insights And Data-Driven Analysis On The Correlation Between Employee Engagement And Performance In Manufacturing Industries In Coimbatore District.

Research Questions

1. How Do Socio-Demographic Factors (Such As Age, Gender, Education Level, Marital Status, And Years Of Experience) Influence The Performance Of Employees Within An Organization?
2. What Is The Relationship Between Employee Engagement Levels And Their Performance Outcomes Within An Organization?
3. How Does Employee Engagement Affect Individual Employee Performance In An Organization?

Objectives Of The Study

- To Study The Impact Of Socio-Demographic Profile On The Employeesperformance
- To Examine The Relationship Between Employee Engagement And Employee Performance
- To Identify The Impact Of Employee Engagement Towards Employee Performance

Hypothesis

- There Is No Significant Relationship Between Factors Of Employee Engagement And Employee Performance
- There Is No Significant Impact Of Employee Engagement Factors On Employee Performance
- There Is No Significant Impact Of Socio-Demographic Factors On Employee Performance

Methods And Materials

The Present Study Adopts Quantitative Research Approach To Examine The Relationship Between Employee Engagement And Performance. This Study Is Descriptive In Nature. The Study Population Comprises Of The Employees Working In A Manufacturing Industry That Is Running For Five Decades In Coimbatore. The Present Study Sample Include 60 Respondents From A Manufacturing Industry Which Is Functioning For Five Decades In Coimbatore. The Researcher Adopted Simple Random Sampling Method For The Study.

Results And Discussion

The Collected Data Was Coded, Tabulated And Results Were Given In The Tables Followed By Interpretations And Discussions. The Demographic Profile Of The Respondents Is Portrayed In The Below Tab

Table 1: Demographic Profile

Variable	Particular	Frequency	Percentage
Age	Up To 35 Years	15	25
	36 To 50	27	45
	51 And Above	18	30
Sex	Male	47	78

	Female	13	22
Marital Status	Single	21	35
	Married	29	48
	Divorcee	10	17
Education	Graduate	20	33
	Post Graduate	13	22
	Engineer	19	32
	Others	8	13
Family Type	Nuclear	48	80
	Joint Family	12	20
Experience	< 3 Years	8	13
	3 – 5 Years	19	32
	5 – 10 Years	21	35
	> 10 Years	12	20

The Findings Related To Demographic Variable Shows That Out Of 60 Respondents, Majority Of The Respondents Belonged To The Age Group Between 36 - 50 Years (45%) Showing That Nearly Half Of The Respondents Are Middle Aged People. Out Of 60 Respondents, 47 (78%) Of Them Were Males, This Depicts A Larger Group Of Study Area Comprises Of More Men When Compared To Women. Nearly Half Of The Respondents 48 % Are Married, More Or Less Equal Volume Of Respondents Opined That They Have Come Completed Graduation (33%) And Engineering Degree (32%). A Vast Majority Of The Respondents Are From Nuclear Families. It Was Identified That 35 Per Cent Of The Respondents Have 5 To 10 Years Of Experience.

Hypothesis Testing

(i) Karl Pearson's Correlation Test Was Used To Measure The Relationship Between Factors Of Employee Engagement And Employee Performance And Are Explained In The Table 2.

H₀: There Is No Significant Relationship Between Factors Of Employee Engagement And Employee Performance

Table 2: Relationship Between Factors Of Employee Engagement And Employee Performance

Variables	Employee Engagement	Employee Performance	Effective Communication	Strong Executive Leadership	Efficient Productivity
Employee Engagement	1	.879	.788	.756	.934
Employee Performance		1	.956	.733	.687
Effective Communication			1	.704	.659
Strong Executive Leadership				1	.858
Efficient Productivity					1

The Dependent Variables Employee Engagement, Employee Performance, Effective Communication, Strong Executive Leadership And Efficient Productivity are Related To Each Other By Using Karl Pearson's Correlation Analysis. The Obtained Pearson Correlation Value Helps To Know About The Strength And Direction Of The Relationship That Exist Between The Variables. The Study Reveals That Employee Engagement has A Positive And Significant Relationship With Employee (R = .879, P < 0.01), Effective Communication (R = .788, P < 0.01), Strong Executive Leadership (R = .756, P < 0.01) And Efficient Productivity (R = .934, P < 0.01).

(ii) Multiple Regression Analysis Was Used To Examine The Impact Of Socio-Demographic Factors And Employee Engagement Factors On Employee Performance Are Explained In The Table 3 And 4.

H₀: There Is No Significant Impact Of Socio-Demographic Factors On Employee Performance

Table 4: Impact Of Socio-Demographic Factors On Employee Performance

Variables	B	Std. Error	Beta	T	Sig.
(Constant)	28.519	2.318		24.838	.000
Age Group	.375	.187	.251	5.435	.000
Gender	.291	.241	.337	9.160	.000
Years Of Experience	.482	.169	.139	6.403	.000
Designation	.389	.168	.284	7.576	.000

R	R ²	F Value	Sig.
.428 ^a	.210	98.358	.000 ^b

The Value Of R² (.210) Shows Variance Of The Dependent Variable Being Explained By The Independent Variables And The Value Of F (98.358, P < 0.05) Shows The Overall Significance Of The Relationship. The Value Of R (.428) Shows A Positive Relationship Between The Independent And Dependent Variables. The R² Value Shows That The Independent Variables Age Group, Gender, Years Of Experience And Designation Included In The Model Together Account For 21 Per Cent Variation In The Employee Performance Of The Respondents.

H₀: There Is No Significant Impact Of Employee Engagement Factors On Employee Performance

Table 4: Impact Of Employee Engagement Factors On Employee Performance

Variables	B	Std. Error	Beta	T	Sig.
(Constant)	16.454	1.148		14.338	.000
Employee Engagement	.261	.041	.204	6.378	.000
Effective Communication	.536	.076	.236	7.028	.000
Strong Executive Leadership	.628	.136	.153	4.630	.000
Efficient Productivity	.385	.067	.166	5.767	.000

R	R²	F Value	Sig.
.585 ^a	.342	128.284	.000 ^b

The Value Of R^2 (.342) Shows Variance Of The Dependent Variable Being Explained By The Independent Variables And The Value Of F (128.284, $P < 0.05$) Shows The Overall Significance Of The Relationship. The Value Of R (.585) Shows A Positive Relationship Between The Independent And Dependent Variables. The R^2 Value Shows That The Independent Variables Employee Engagement, Effective Communication, Strong Executive Leadership And Efficient Productivity Included In The Model Together Account For 34.2 Per Cent Variation In The Employee Performance Of The Respondents.

Recommendations

- Promote A Flexible Work Environment, Reasonable Workload Expectations, And Assigning Suitable Positions Based On Their Interest, Caliber And Commitment.
- Offer Training Programs And Workshops That Enhance Opportunities For Up-Skilling And Re-Skilling.
- Foster A Positive Team Culture Through Team-Building Activities, Social Events, And Collaborative Projects. Encourage Cross-Functional Teamwork And Knowledge Sharing.
- Organizations Can Create An Environment Where Employees Feel Valued, Motivated, And Engaged, Leading To Improved Performance And Overall Success.

Conclusion

Engaged Employees Are Less Likely To Seek Opportunities Elsewhere. By Investing In Their Engagement, Manufacturing Companies In Coimbatore Can Reduce Turnover Rates And Retain Valuable Talent, Thereby Saving Costs Associated With Recruitment And Training. By Nurturing Employee Engagement In Manufacturing Industries Not Only Improves Individual Performance But Also Contributes To The Overall Success And Sustainability Of The Organization. It Is A Strategic Investment That Enhances Operational Efficiency, Product Quality, Innovation Capabilities, And Employee Satisfaction, Ultimately Positioning Companies For Long-Term Growth And Competitiveness In The Market. Engaged Employees Are More Likely To Contribute New Ideas, Suggest Process Improvements, And Innovate In Their Roles. This Fosters A Culture Of Continuous Improvement And Competitiveness Within The Industry.

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