

## IMPACT OF EMPLOYEE ENGAGEMENT ON ORGANIZATION GROWTH WITH SPECIAL REFERENCE TO NORTH KARNATAKA UNIVERSITIES

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### ABSTRACT

*Employee engagement practices have become highly recommended pills for employee or labor oriented units to perform better. A fully engaged employee is high intellectual and emotionally bound with organization, feels passionately about his goal, and is committed to live by its values. This research study carried to know the outcome of employee engagement on overall performance of an organization as a research task in order to benchmark the employee engagement program for faculties of University in North Karnataka. It is observed that degree of employees' enthusiasm to add for overall growth of organization and their eagerness to affect flexible effort to achieve responsibilities which are important to the accomplishment of organizational goals. Particularly the focal point is on employee engagement and overall performance of organization discovers the managing role to create an encouraging environment to improve employee engagement. The distinct inclusion in their work motivates improved individual act which leads to better overall performance of an organization. Even though the importance for employee engagement is rising, a lot of institutes stay behind with limited knowledge on employee engagement measurement a factors which has resulted in limited engagement of employees in their work. The research covered with methodological approach that analyzed factors of employee engagement and overall performance of organization using a descriptive research design. A structured questionnaire was used to take the responses from 82 employees to find out the factors enabling an environment for unleashing employee engagement and measure retention factors through which they commit to encourage themselves. So, finding the need and urgency in having employee engagement practices in universities, this research aims to study and analysis the employee engagement practices in large scale organizations and the impact of employee engagement practices on the performance of the organization and the performance of its employees.*

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**Keywords:** Employee Engagement, Employee Performance, Retention Strategy, Performance Management, organization.

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### Introduction

For several years, now employee engagement has been a hot topic in corporate circles. Employee engagement has captured the attention of work place observers and HR manager; as well as the executive suite. It is a topic that employee and employers alike think they understand, yet can't articulate very easily.

The meaning of the term employee engagement, its drivers and measurement remains elusive among scholars and practitioners of the business contemporary society. In an attempt to develop common demonstrable concepts, theories, experiences and transformers both the academic community and commercial consulting firms have explored employee engagement at length without reaching an agreement.

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Employee engagement Programs have become highly recommended pills for employee based units to perform better. Employee engagement practices have changed the whole organizational behavior, which, nobody could have anticipated and have built a healthy organizational conditions employee performance and his behavior and lastly a great success in organization in achieving ultimate organizational objectives. In the corporate world employee engagement is observed as an advantageous circumstance, which has a purpose for organizations betterment and indicates concern, commitment, enthusiasm, interest, focused effort, and positive spirit.

Usually organizations now a day's make every effort to encourage a positive working environment typified with team effort, freedom of expression, participation of employees in major organizational decisions, supportive attitudes and many other vigor or positive behavior which are believed essential for organizational growth. On the other hand, it does not separate from other factors such as leadership style and social status and in addition to human resource management applications that not only have an effect on the personnel and processes but also the environment. Even though employee engagement now a day is calculated all the way through annual staff appraisals, performance analysis and strategic/human resource planning, the framework of compensation policies plays a vital role.

### **Review of Literature**

For several years now, employee engagement has been a hot topic in corporate circles. It's a buzz phrase that has captured the attention of workplace observers and HR managers, as well as the executive in a highly competitive market for both customers and talented Staff, employee engagement is the current Holy Grail. Many organizations realize that maximum productivity doesn't come from just a "satisfied" or "happy" employee. They know that the most productive and loyal employee is known as an engaged employee.

**Venkateswarlu Karumuri (2016)**, Organizational achievement mainly rests on its well planned, formulated and executed employee engagement strategy. Researches seek to establish different employee engagement tools, impact of and need for improving employee engagement and understanding complexities associated with employee engagement.

**Tejaswi Bhuvanaiah and R. P. Raya (2014)**, suggest six work life areas that need much consideration in this perspective; workload, control, reward, fairness, community and values. They contend that individual integration is vested in assigned tasks (self-employment) and engagement through conversations, communicating thoughts or opinions or ideas (self-expression).

**Thiagarajan B and Renugadevi V (2011)**, researched and studied on "An empirical investigation on Employee Engagement Practices in Indian BPO Industries", and the author here interviewed 126 executives and concluded as well informed leaders on employee engagement are in need to achieve overall growth and career development performance appraisal and work life balance also plays an vital role.

**Sakari Taipale, Kirsikka Selander, Timo Anttila, Jouko Nätti (2011)**, conducted research on "Work engagement in eight European countries: The role of job demands, autonomy, and social support" aim of this paper was to built upon established theories about job demands and autonomy, it uses a newer work engagement approach, produces cross-national knowledge about work engagement and its predictors. Cross-national approaches to work engagement are still rare.

**Rehman Muhammad Safdar & Waheed Ajmal (2011)**, conducted research on "An Empirical Study of Impact of Job Satisfaction on job Performance in the Public Sector Organizations". The purpose of this descriptive-correlational study was to test link between job satisfaction, job retention and job performance. Sample of 568 employees from public sector regulatory authorities was selected for this study.

**Purcell et al. (2003)** accurately argues that significant employee engagement is merely achievable in genuine shared responsibilities in essential matters among organization and employees. In quintessence this requires participatory decision making for issues directly or indirectly affecting the job or environment in which it is performed.

### **Objectives of the Study**

- To know out the level of employee engagement among university faculties of North Karnataka
- To find out what employees consider being the best actions for employee engagement

With special emphasis on what encourages an employee to engage him to do work and how mission or purpose of an institute fits their work as to achieve overall growth of an organization.

### Research Methodology

The research methodology includes research design, study population, sampling design and size as well as data collection and analysis.

### Research Design

The research was intended to study employee engagement parameters in relation to evaluate performance of organization. Descriptive analysis has been adopted, and thematic analysis on theme of the research has been discussed. Thematic research heavily collected through secondary data, descriptive and qualitative analysis has been done through a structured questionnaire. To examine the connection between the variables of study this research used inferential statistics.

### Study Population

The study population for employee engagement includes faculties of Universities in North Karnataka. Totally 82 employees responses were collected for the study.

### Data Collection Tool

The data has been collected through the structured questionnaire, filled up by the every group of employees.

### Data Analysis and Interpretation

**Table 1: Showing Expectation of Employee at Work**

Engagement factors	Scale with scores					
	1	2	3	4	5	6
	Result scale 1	Result scale2	Result scale3	Result scale 4	Result scale5	Total
1. Do you know what you are expected to accomplish during your work?	16 (22%)	14 (19.1%)	13 (18.2%)	9 (12.7%)	20 (28%)	72 (100%)

(Figures in brackets are % & the other figures are frequencies)

### Interpretation

When employees were asked if they know what they are expected to Accomplish during their work as the findings in Table 1 show 28% extremely disagreed with knowing what they are expected to accomplish during their work, 22% of the respondents extremely agreed that the expectations are well defined and clarified, 19.1% very much agreed with having clear expectations, 18.2% remained indifferent and 12.7% disagreed very much. Extreme disparity for the expectations' identification and clarity suggests some level of uncertainty about what expectations the employees need to accomplish. In other words 40.7% of the respondents do not understand their expectations, 41.1% understand their expectations whereas 18.2% are indifferent. This implies that 41.1% are expected to perform highly since they have clear goals and expectations and are accountable for meeting these expectations and 40.7% may underperform as they do not understand their expectation which is often a source of their frustrations. The 18% are equally unreliable as various circumstances may influence their engagement.

**Table 2: Showing Means to Enable to Accomplish Work**

Engagement factors	Scale with scores					
	1	2	3	4	5	6
	Result scale 1	Result scale2	Result scale3	Result scale 4	Result scale5	Total
2. Do you have sufficient means to enable you accomplish your work?	21 (29.8%)	21 (29.2%)	09 (13%)	12 (17.2%)	9 (10.8%)	72 (100%)

(Figures in brackets are % & the other figures are frequencies)

### Interpretation

With the intents to establish whether employees have sufficient means to enable them accomplish their work 29.8% extremely agreed with having sufficient means, 29.2% very much agreed with having sufficient means, 10.8% disagreed very much with having sufficient means, 17.2% very much disagreed to having sufficient means and 13% remained indifferent. The high level of satisfaction 59% (29.8% extremely agreed and 29.2% very much agreed) with the provided means to undertake their roles reflects a high level of contentment. Other factors remaining constant, this organization possess sufficient

means to enable it accomplish its mission and vision. 28% felt uncontented with the means they have to perform their roles. Implicitly this means that the minority of employees survives other than concentrating on how to help the organization to succeed and the majority is active in helping it to flourish. Negative emotions such as boredom or resentment may result prompting to those that are frustrated and constructive sentiments may result from the happy employees.

**Table 3: Showing Employee Engagement Opportunity to Practice Skills**

Engagement factor	Scale with scores					
	1	2	3	4	5	6
	Result scale 1	Result scale2	Result scale3	Result scale 4	Result scale5	Total
3. Do you have a chance to practice your best skills at work every day?	10 (14.6%)	15 (20.5%)	11 (15%)	13 (18%)	23 (32%)	72 (100%)

(Figures in brackets are % & the other figures are frequencies)

#### Interpretation

Asked about having a chance to practice their best skills at work every day, 32% of the survey employees expressed extreme dissatisfaction that they had an opportunity to do what they do best, 20.4% conveyed very much satisfaction, 18% are very much unappreciative of the opportunity to do what they can do best at work, 15% are not decided on whether they have an opportunity to do what they can do best at work and 14.6% were extremely satisfied. In total 50% feel they did not have a chance to practice what they were good at and 35% believe there is an opportunity to practice what they can do best and 15% are not sure if they had a chance or not. Generally a half of the employees did not feel they have had a chance to offer their best which generates negative results for their organizations and 35% have this space rendering them effective. The interpretation is that 50% of the respondents did not feel that their roles match with the inherent capacities and 35% do feel it matches their capacity whereas 15% are unresponsive.

**Table 4: Showing Appreciation and Reward**

Engagement factors	Scale with scores					
	1	2	3	4	5	6
	Result scale 1	Result scale2	Result scale3	Result scale 4	Result scale5	Total
4. Within the last seven days have you received an appreciation or reward for the work well done?	12 (16.7%)	10 (13.1%)	07 (9.2%)	16 (21.7%)	27 (39%)	72 (100%)

(Figures in brackets are % & the other figures are frequencies)

#### Interpretation

Another aspect of employees' assessment on appreciation or reward for the work well done in the last seven days. 39.2% of those surveyed felt extremely unappreciated or unrewarded, 21.7% expressed very much unappreciated or unrewarded, 16.7% felt extremely appreciated or rewarded for work in the last seven days, 13.2% have the impression that the gratitude with their work is very much and 9.2% were not sure. What this means for management is that there is necessity for more efforts to respond to the 60.9% employee performance needs and this may be derived from the factors that facilitated the 29.9% employees that expressed satisfaction to feel recognized. The feedback helps both the employee to improve and the organization to perform better.

**Table 5: Showing Care of an Engaged Employee**

Engagement factors	Scale with scores					
	1	2	3	4	5	6
	Result scale 1	Result scale2	Result scale3	Result scale 4	Result scale5	Total
5. Does your supervisor or any other colleague seem to care about you at work?	7 (10%)	6 (8%)	12 (17%)	21 (29.2%)	26 (35.8%)	72 (100%)

(Figures in brackets are % & the other figures are frequencies)

**Interpretation**

Responses on whether the employee supervisor or any other colleague seems to care about them at work revealed an amazing trend. 35.8% of the respondents extremely felt uncared for at work and 29.2% expressed very much discontentedness with the care received from someone at work, 17% were not decided on this, only 10% expressed that they were extremely happy with the care received, 8% felt very much cared for. The high percentage of displeasure with the care provided depicts an unsupportive atmosphere that implicitly will affect the trust and communication levels. A sense of belonging may yield the engagement levels.

**Table 6: Showing inspiration at Work and Development**

Engagement factors	Scale with scores					
	1	2	3	4	5	6
	Result scale 1	Result scale2	Result scale3	Result scale 4	Result scale5	Total
6. Do the colleagues inspire your development at work?	8 (11%)	17 (23%)	19 (26%)	12 (16.7%)	16 (22.7%)	72 (100%)

(Figures in brackets are % & the other figures are frequencies)

**Interpretation**

For the existence of colleagues that inspire their development at work, 26% of the respondents were undecided, 23% extremely uninspired, 23 very much inspired, 16.7% very much uninspired and 11.3% expressed extreme inspiration. Opinions on development inspiration seem very much diversified as almost equal percentages are spread on the different scales. 39.7% think their development is discouraged, 34.3% consider their development encouraged and 26% are silent. Apparently there is no certainty on whether individual development is encouraged and under such circumstance the hearts and minds of employees are not won since guarantee for the future may be at stake. Here, the management is required to investigate the causes of the bias in encouraging employee development.

**Table 7: Showing Importance of Opinion of an Employee at Work**

Engagement factors	Scale with scores					
	1	2	3	4	5	6
	Result scale 1	Result scale2	Result scale3	Result scale 4	Result scale5	Total
7. How is your opinion rated at work?	15 (21%)	14 (19.1%)	10 (14.2%)	14 (20%)	19 (25%)	72 (100%)

(Figures in brackets are % & the other figures are frequencies)

**Interpretation**

In a desire to know how their opinion is rated at work, 25.7 % indicated that their opinion does not count at all, 21% believed that their opinion extremely counts, 20% expressed very much discontent with the manner in which their opinion, 19% responded with an idea that their opinion very much counts and 14.3% were not sure if their opinion counts or not. 45.7% of the respondents considered their opinion not to be counting and more or less the same margin, 41% felt their opinion counting. Implications are that the employees think they have minimal input in the decision making mechanism and this may demand for management response.

**Table 8: Showing Employee Engagement Mission or Purpose Fit**

Engagement factors	Scale with scores					
	1	2	3	4	5	6
	Result scale 1	Result scale2	Result scale3	Result scale 4	Result scale5	Total
8. Does the mission or purpose of University make you feel you're your job is important?	12 (16%)	20 (28%)	15 (21%)	13 (18.6%)	12 (16.2%)	72 (100%)

(Figures in brackets are % & the other figures are frequencies)

**Interpretation**

Asked if the mission or purpose make them feel that their job is important, 28% of the respondents were impression that the purpose of their work very much influence and relate to the organization mission and purpose, 21.1% were undecided in relation to this, 18.6% very much do not

consider the purpose of their work to match the organization mission or purpose, 16.3% extremely felt their work purpose not fitting in the organization mission and purpose. A more consolidated analysis clearly shows that 34% of the employees think their work relate to and influence the organization mission and purpose and 34.9% do not think it fits. Aligning individual purpose of work, with organization purpose or mission, yields tremendously in terms of individual and organizational gains. Management would as such benefit if the low percentages are increased and would best yield results if the organization purpose or mission is well understood.

**Table 9: Showing Employee Engagement Colleagues Devotion at Work**

Engagement factors	Scale with scores					
	1	2	3	4	5	6
	Result scale 1	Result scale2	Result scale3	Result scale 4	Result scale5	Total
9. Are your colleagues devoted for quality work?	11 (15%)	18 (25%)	14 (19%)	10 (14%)	19 (27%)	72 (100%)

(Figures in brackets are % & the other figures are frequencies)

#### Interpretation

In a response as to whether their colleagues are devoted to quality work, 27% revealed an extreme disbelief in the colleagues' commitment to quality work, 25% expressed very much commitment, 19% were indifferent, 15% extremely felt colleagues are devoted to quality work and 14% very much thought colleagues are not committed to quality work. Whereas 40% showed that colleagues are committed to quality work, 41% indicated that they are not committed. The divergent views held over how colleagues are committed toward work reveal that employees do not work towards common shared goals. In the event that there is no common aspiration for the bigger picture, the individual or departmental interventions would be fragmented. Communication lines need be clear enough for mutual desire to attain organizational purpose or mission.

**Table 10: Showing Employee Engagement Friendship at Work**

Engagement factors	Scale with scores					
	1	2	3	4	5	6
	Result scale 1	Result scale2	Result scale3	Result scale 4	Result scale5	Total
10. How Do your friendship at work?	15 (20.2%)	16 (22.8%)	12 (17%)	13 (18%)	16 (22%)	72 (100%)

(Figures in brackets are % & the other figures are frequencies)

#### Interpretation

Asked how they rate their friendship at work, 22.8% of the interviewed employees very much acknowledge having a best friend at work, 22% extremely acknowledged not having a best friend at work, 20.2% extremely feel they have a best friend at work, 18% felt very much not having a best friend at work and 17% were indifferent. Generally, 43% had best friends at work and 40% never had best friends at work. Divergent opinions in this case depict a working environment devoid of the opportunity to interact with trust, confidence, communication and other positive attributes resulting from friendship.

**Table 11: Showing Employee Engagement Progress at Work**

Engagement factors	Scale with scores					
	1	2	3	4	5	6
	Result scale 1	Result scale2	Result scale3	Result scale 4	Result scale5	Total
11. Has somebody at work talked to you about your progress in the last six months?	09 (12%)	23 (32%)	11 (15%)	16 (22%)	14 (19%)	72 (100%)

(Figures in brackets are % & the other figures are frequencies)

#### Interpretation

Views were sought on whether somebody at work has talked to respondents about their progress in the last six months. Responses indicated that 32% very much acknowledge being engaged by someone at work about their progress in a period of six months, 22% felt they were very much neglected pertaining to discussions about their progress at work, 19% felt the neglect to an extreme

extent, 15% were unresponsive on this and 12% extremely felt there is overwhelming opportunities to discuss with somebody about their progress at work. With 44% positive with the measurement of progress and 41% against the idea that progress is measured, the varied opinions reveal that the feedback medium is not active. Measuring progress may not only indicate areas to improve but also benefits the individuals and the organization.

**Table 12: Showing Employee Engagement Opportunity to Learn and Grow**

Engagement Factors	Scale with Scores					
	1	2	3	4	5	6
	Result scale 1	Result scale2	Result scale3	Result scale 4	Result scale5	Total
12. Within last year did you have an opportunity to learn and grow?	16 (22%)	24 (33%)	07 (10%)	08 (11%)	17 (24%)	72 (100%)

(Figures in brackets are % & the other figures are frequencies)

#### Interpretation

We also desired to know if within last year, respondents had an opportunity to learn and grow. 33% expressed having very many opportunities, 24% extremely felt the absence of opportunities to learn and grow, 22% saw extreme opportunities to learn and grow, 11% very much felt not having opportunities and 10% were not sure if they had opportunities to learn and grow or not. Out of the 90% employees that had an inclination, 55% feel they had the opportunity to learn and grow and 45% felt they did not have the opportunity to learn and grow. Apparently, there are minimal opportunities to learn and grow and the management is required to improve the opportunities for learning and growing to those feeling uncontented.

**Table 13: Showing Employee Engagement Overall**

Engagement factors	Scale with scores					
	1	2	3	4	5	6
	Result scale 1	Result scale2	Result scale3	Result scale 4	Result scale5	Total
13. Overall	18 (25%)	13 (18%)	12 (16%)	17 (23%)	12 (16%)	72 (100%)

(Figures in brackets are % & the other figures are frequencies)

#### Interpretation

Generally, in all the questions 25% feel extremely engaged, 23% feel very much disengaged, 18% extremely disengaged, 18% very much disengaged and 16% indifferent. This implies that 39% are passive, 25% highly engaged, 18% moderately engaged, and 18% actively disengaged. Such an engagement level seems favorable compared to the contemporary standards though differing from location to location.

#### Findings

- Employees extremely disagreed with knowing what they are expected to accomplish during their work at a level of 28%.
- With having sufficient means to enable accomplishment of work respondents agreed at 29.8%.
- For having a best opportunity to practice best skills at work there was an extreme disagreement at a level of 32%.
- Also, responses on receiving an appreciation or reward for the work well done within the last seven days registered an extreme disagreement with 39.2%.
- For the supervisor or any other colleague caring at work there was an extreme disagreement of 35.8%.
- On whether colleagues inspire development at work respondents were indifferent at a scale of 26%.
- There was also an extreme disagreement on how opinions are rated at work at 25.7%.
- Responses on whether the mission or purpose of make employees feel that their job is important very much agreed with this with 28%

- Around the question of colleagues' commitment to quality work there was extreme disagreement at 27%.
- Friendship at work was very much valued with 22.8%.
- On whether somebody at work discussed about employee progress in the last six months, 32% of the respondents very much agreed with this.
- 25% of the employees are extremely engaged

#### **Suggestions and Conclusions**

The universities need to show interest in implementing the better performance appraisal and career development related policies as to engage employees as to get better performance vigor measures have to take place employees should feel motivated while working for institute to get utmost performance from employees, vertical and horizontal communications have to be open and clear that the flow of information or order have to be efficient. enthusiastically initiating communication by employees is a clear sign of an developing labor force in the engagement procedure, as to work to fulfill the mission of company employees needs to be get an lively environment during work, periodical appraisal or recognition of an employee should be done to have an overall growth of organization.

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