

ROLE OF EMPLOYEE ENGAGEMENT ON PERFORMANCE

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Abstract

Employee engagement is recognized as a key factor influencing employee performance and organizational success. This study investigates the role of employee engagement in enhancing employee performance at Infiniminds Private Limited, Bangalore. A descriptive research design and quantitative approach were adopted, with data collected from 51 office-based employees through structured questionnaires. Statistical analysis using SPSS, including Z-tests, ANOVA, and correlation, was conducted to understand the relationship between engagement and performance.

The findings reveal that regular engagement activities, leadership support, recognition, effective communication, and career development significantly contribute to higher employee motivation and improved performance. Demographic factors such as gender, department, and education levels showed no significant difference in engagement, supporting a uniform engagement strategy. The study concludes that strengthening recognition programs, improving communication, and providing growth opportunities are essential to enhance employee engagement and performance.

Keywords: Employee Engagement, Employee Performance, Organizational Culture, Motivation, IT Sector, Human Resource Management

Introduction: Employee engagement has emerged as a vital component in driving organizational success and enhancing employee performance in today's competitive and dynamic business environment. It represents the emotional, cognitive, and physical commitment employees demonstrate towards their work, reflecting their level of involvement, enthusiasm, and connection with organizational goals. Highly engaged employees are more productive, motivated, and aligned with the company's vision, resulting in improved job satisfaction, better performance outcomes, and increased organizational efficiency.

In recent years, organizations across industries have realized the importance of employee engagement as a strategic tool to foster a positive work environment, reduce employee turnover, and enhance overall performance. Effective engagement practices, including leadership support, recognition programs, clear communication, and career development opportunities, have been proven to contribute significantly to employee motivation and retention. However, despite these efforts, many organizations still face challenges in understanding the true impact of engagement initiatives on employee performance.

This research focuses on assessing the role of employee engagement in influencing employee performance at Infiniminds Private Limited, a company operating in the IT services sector. The study aims to examine existing engagement activities, analyse their effectiveness, and identify key factors contributing to employee performance. By

understanding these dynamics, the research seeks to provide practical insights and recommendations that can help organizations strengthen their engagement strategies and improve overall workforce productivity.

METHODOLOGY

Aim: The aim of this study is to explore the role of employee engagement in enhancing employee performance in a reputed company and to identify key factors influencing engagement that contribute to improved motivation, job satisfaction, and productivity within the organization.

Objectives:

- To find out the existing employee engagement activities
- To study the factor influencing in employee engagement.
- To identify the factors that are not influencing employee engagement.
- To identify the strategies to improve employee engagement.

Hypothesis:

- There is no significant difference between male and female respondents regarding Employee Engagement Activities, Impact on Performance, Factors Influencing Performance, and Strategies to Improve Engagement.
- There is no significant difference in Employee Engagement Activities, Impact on Performance, Factors Influencing Performance, and Strategies to Improve Engagement across different departments.
- There is no significant correlation between age and Employee Engagement Activities, Impact on Performance, Factors Influencing Performance, and Strategies to Improve Engagement.
- There is no significant correlation between years of experience and Employee Engagement Activities, Impact on Performance, Factors Influencing Performance, and Strategies to Improve Engagement.

Research Design: The study adopted a descriptive research design to examine the role of employee engagement in influencing employee performance at Infiniminds Private Limited, Bangalore. A descriptive design was chosen as it enables the researcher to systematically describe the current employee engagement activities, measure employees' perceptions, and analyse the relationship between engagement factors and performance outcomes.

The research utilized a quantitative approach, collecting primary data through structured questionnaires distributed to employees working from the office premises. This design allowed the collection of factual data and measurable variables directly from the respondents. The study focused on understanding employees' views regarding engagement activities, leadership support, communication effectiveness, recognition, and their impact on individual performance.

Universe And Sampling: The Universe of this study comprises all employees working at Infiniminds Private Limited, Bangalore. However, the study specifically focuses on office-based employees, excluding remote or hybrid workers to maintain consistency in evaluating the impact of direct engagement activities experienced within the office environment.

The study employed a non-probability convenience sampling technique, selecting respondents based on their availability and willingness to participate. A total of 51 employees from various departments, including Human Resources, Finance, Talent Acquisition, IT & Admin, BPS Voice, and BPS Non-Voice, were selected as the sample. This approach allowed the researcher to gather diverse responses across different functional areas within the organization.

The sample size was considered sufficient to provide meaningful insights into the existing employee engagement practices and their effect on employee performance within the company.

Tools For Data Collection: The researcher utilized a questionnaire model as the primary tool for data collection because it is an effective method, allowing respondents to easily read, understand, and provide clear answers. The questions were carefully framed based on the study's specific objectives: assessing existing employee engagement activities, identifying influencing factors, determining non-influencing factors, and proposing improvement strategies. The questionnaire features a 4-point Likert scale and is structured to ensure relevance and simplicity for office-based employees at Infiniminds Private Limited.

RESULTS AND DISCUSSION

From the Table 1 The Z-test results show no significant difference between male and female employees in terms of employee engagement activities, impact on performance, influencing factors, and engagement improvement strategies ($p > 0.05$ for all variables). The mean scores for both genders are similar, indicating that gender does not influence how employees perceive engagement and its effects. This suggests that organizations can implement universal engagement strategies without needing gender-specific modifications.

- **H0:** There is no significant difference between male and female respondents regarding Employee Engagement Activities, Impact on Performance, Factors Influencing Performance, and Strategies to Improve Engagement.
- **H1:** There is a significant difference between male and female respondents regarding Employee Engagement Activities, Impact on Performance, Factors Influencing Performance, and Strategies to Improve Engagement.

Result: Since $P > 0.05$ for all variables, we fail to reject the null hypothesis, meaning gender does not significantly affect employee engagement.

Table :1. 'Z' - Test based on the gender of the respondents and with the overall Employee Engagement

Variables	Gender	N	Mean	Std. Deviation	Std. Error Mean	Df	Statistical Inference
Employee Engagement Activities Carried Out	Male	27	30.0741	4.96856	.95620	49	P>0.05 0.389 Not Significant
	Female	24	31.3750	5.72419	1.16844	45.908	
Impact On Performance	Male	27	15.7407	2.96898	.57138	49	P>0.05 0.357 Not Significant
	Female	24	16.5417	3.17571	.64824	47.342	
Factor That Influences on Performance	Male	27	30.8889	4.97944	.95829	49	P>0.05 0.542 Not Significant
	Female	24	31.8333	6.00483	1.22573	44.878	
Strategies To Improve Employee Engagement	Male	27	31.1481	5.14934	.99099	49	P>0.05 0.827 Not Significant
	Female	24	31.5000	6.27625	1.28113	44.625	

The One-Way ANOVA results indicate that there is no significant difference in employee engagement activities, impact on performance, influencing factors, and strategies to improve engagement across different departments ($p > 0.05$ for all variables). The F-values are low, showing that departmental differences do not significantly affect perceptions of engagement and its impact. This suggests that engagement strategies and performance-related factors are perceived similarly across departments, allowing organizations to implement uniform engagement policies without department-specific adjustments.

- **H0:** There is no significant difference in Employee Engagement Activities, Impact on Performance, Factors Influencing Performance, and Strategies to Improve Engagement across different departments.
- **H1:** There is a significant difference in Employee Engagement Activities, Impact on Performance, Factors Influencing Performance, and Strategies to Improve Engagement across different departments.

Result: Since $P > 0.05$, we fail to reject the null hypothesis, meaning department does not significantly affect employee engagement.

Table no:2 One-way analysis of variance among the department of the respondents and with the overall employee engagement

Variables		Sum of Squares	df	Mean Square	F	Statistical Inference
Employee Engagement Activities Carried Out	Between Groups	80.101	7	11.443	.368	P>0.05 .916 Not Significant
	Within Groups	1336.879	43	31.090		
	Total	1416.980	50			
Impact On Performance	Between Groups	7.248	7	1.035	.096	P>0.05 .998 Not Significant
	Within Groups	462.046	43	10.745		
	Total	469.294	50			
Factor That Influences on Performance	Between Groups	83.705	7	11.958	.367	P>0.05 .917 Not Significant
	Within Groups	1401.629	43	32.596		
	Total	1485.333	50			
Strategies To Improve Employee Engagement	Between Groups	87.934	7	12.562	.358	P>0.05 .921 Not Significant
	Within Groups	1509.046	43	35.094		
	Total	1596.980	50			

The One-Way ANOVA results show no significant difference in employee engagement activities, impact on performance, influencing factors, and strategies to improve engagement across different education levels ($p > 0.05$ for all variables). The low F-values indicate that educational background does not significantly affect how employees perceive engagement and its impact. This suggests that organizations can implement consistent engagement strategies across employees of all education levels without needing to tailor them based on educational qualifications.

Hypothesis

- **H0:** There is no significant difference in Employee Engagement Activities, Impact on Performance, Factors Influencing Performance, and Strategies to Improve Engagement across different educational levels.
- **H1:** There is a significant difference in Employee Engagement Activities, Impact on Performance, Factors Influencing Performance, and Strategies to Improve Engagement across different educational levels.

Result: Since $P > 0.05$, we fail to reject the null hypothesis, meaning education level does not significantly affect employee engagement.

Table No: 3 One-way analyses of variance among the Educational Level of the respondents and with the overall employee engagement

Variables		Sum of Squares	df	Mean Square	F	Sig.
Employee Engagement Activities Carried Out	Between Groups	1.022	3	.341	.011	P>0.05 .998 Not Significant
	Within Groups	1415.958	47	30.127		
	Total	1416.980	50			
Impact On Performance	Between Groups	14.809	3	4.936	.510	P>0.05 .677 Not Significant
	Within Groups	454.485	47	9.670		
	Total	469.294	50			
Factor That Influences on Performance	Between Groups	119.894	3	39.965	1.376	P>0.05 .262 Not Significant
	Within Groups	1365.439	47	29.052		
	Total	1485.333	50			
Strategies To Improve Employee Engagement	Between Groups	78.240	3	26.080	.807	P>0.05 .496 Not Significant
	Within Groups	1518.741	47	32.314		
	Total	1596.980	50			

The correlation table 4 results show a very weak negative correlation between years of experience and employee engagement activities (-0.005) and impact on performance (-0.042), both statistically significant ($p < 0.05$). However, the correlation between years of experience and factors influencing performance (-0.240) and strategies to improve engagement (-0.185) is not significant ($p > 0.05$). This indicates that experience has a minimal but statistically significant effect on engagement and performance but does not significantly impact influencing factors or engagement strategies. Organizations should focus on experience-independent engagement approaches since years of experience do not strongly shape engagement perceptions.

- **H0:** There is no significant correlation between years of experience and Employee Engagement Activities, Impact on Performance, Factors Influencing Performance, and Strategies to Improve Engagement.

- **H1:** There is a significant correlation between years of experience and Employee Engagement Activities, Impact on Performance, Factors Influencing Performance, and Strategies to Improve Engagement.

Result: Since only two out of four correlations are significant, we partially reject the null hypothesis, meaning years of experience have a weak but significant correlation with some aspects of employee engagement.

Table 4 Finding Association Between Years of Experience and Employee Engagement
Correlation between the year of experience of the respondents and Employee Engagement

Variable	Correlation Value	Statistical Inference
Employee Engagement Activities Carried Out	-.005	P<0.05 Significant
Impact On Performance	-.042	P<0.05 Significant
Factor That Influences on Performance	-.240	P>0.05 Not Significant
Strategies To Improve Employee Engagement	-.185	P>0.05 Not Significant

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Suggestions For the Organisation

To enhance employee engagement and retention, organizations should implement targeted strategies based on workforce demographics and feedback. With a majority of employees aged 26-34, mentorship programs and career progression plans will be crucial in developing leadership potential. Ensuring gender inclusivity in leadership roles and providing equal career advancement opportunities will foster a balanced work environment. Given the high educational qualifications of employees, training initiatives should focus on advanced skill development and leadership training. Retention efforts should emphasize career growth opportunities, engagement activities, and tailored programs for specific departments. Additionally, improving communication channels, strengthening leadership training, and expanding recognition programs will further boost morale and workplace satisfaction. Organizations should also invest in well-being initiatives, structured career development programs, and inclusive workplace culture to drive long-term employee engagement.

Suggestion for the HRD tea: HRD play a pivotal role in fostering a workplace culture that enhances employee engagement, satisfaction, and productivity. Transparency and open communication should be prioritized to build trust and ensure employees feel informed about company decisions and performance. Leaders must focus on coaching, mentorship, and emotional intelligence training to create a supportive and growth-oriented environment. Establishing structured feedback mechanisms will enable continuous performance improvement and career development, helping employees align their personal and professional goals with organizational objectives.

Additionally, investing in career progression opportunities, mentorship programs, and succession planning will drive long-term engagement and retention. Providing employees with a voice in decision-making processes through open forums, surveys, and collaborative initiatives strengthens their sense of value and belonging. Recognizing and appreciating employees through incentives, praise, and spotlight initiatives further reinforces motivation and commitment. Organizations must also prioritize employee well-being by expanding mental health resources, fitness programs, and flexible leave options to promote a healthy work-life balance. Continuous investment in technology, workspaces, and essential work tools ensures that employees have the resources needed to perform effectively. By integrating these strategies, organizations can cultivate a high-performing workforce that is engaged, motivated, and committed to the company's long-term success.

Communication & Feedback Mechanism: Effective communication and feedback mechanisms are critical for fostering employee engagement and driving organizational success. Transparent communication ensures that employees remain informed about company goals, policies, and performance expectations, creating a culture of trust and collaboration. Organizations should implement multiple communication channels, including digital platforms, team meetings, newsletters, and leadership Q&A sessions, to facilitate seamless information flow across all levels.

Feedback mechanisms play a vital role in enhancing employee performance and motivation. Regular performance evaluations, real-time feedback systems, and structured one-on-one discussions help employees understand their strengths and areas for improvement. Additionally, anonymous feedback channels and employee engagement surveys provide valuable insights into workplace concerns and areas for development, allowing management to make informed decisions.

Leadership must prioritize active listening, encouraging employees to voice their ideas and concerns openly. Recognition programs, peer appreciation platforms, and rewards for constructive feedback can further strengthen a culture of engagement. By refining communication strategies and continuously improving feedback systems, organizations can enhance employee satisfaction, productivity, and overall workplace harmony.

Current Trend of Role of Employee Engagement: The current trends in employee engagement highlight the evolving workplace dynamics and the need for organizations to adapt. Transparency and clear role expectations are crucial, as uncertainty can lead to disengagement. Companies are addressing employee concerns about AI integration by involving them in its development, while the rise of "revenge quitting" among Gen Z employees emphasizes the importance of open communication and fair treatment. Workplace cultures are shifting towards high-performance expectations, often at the expense of work-life balance, increasing stress and burnout. Additionally, diversity, equity, and inclusion (DEI) initiatives are being reevaluated due to external pressures, impacting employee morale. Flexible work arrangements and remote work options continue to be key drivers of engagement, while strict return-to-office mandates may hinder productivity and satisfaction. Organizations are also reconsidering the role of corporate headquarters, opting for flexible workspaces to foster collaboration. Concerns around "silent firing" and AI replacing jobs are growing, leading to a decline in workforce engagement. Amidst these challenges, fostering employee happiness through recognition, communication, empowerment, and development remains a priority for maintaining engagement, productivity, and long-term success. By embracing these trends, businesses can create a more engaged and motivated workforce.

For Policy and Future Research: For effective policy-making and future research, organizations should focus on developing universal engagement strategies that cater to all employees, as factors such as gender, department, and education level do not significantly influence engagement. Inclusive policies should ensure that every employee feels valued and supported in their roles. Additionally, improving career development opportunities is essential, with 70.6% of employees recognizing growth as a key driver of engagement. Establishing structured career progression plans will help retain talent and foster long-term professional development. Future research should explore additional workplace factors, such as the impact of remote work policies, to gain deeper insights into evolving employee needs and engagement trends. By continuously assessing and refining strategies, organizations can create a dynamic and responsive work environment that enhances employee satisfaction and performance.

Conclusion: The study concludes that employee engagement plays a significant role in enhancing employee performance at Infiniminds Private Limited. The findings reveal that key factors such as leadership support, effective communication, recognition, job clarity, and career development opportunities directly influence engagement levels and, in turn, impact performance and job satisfaction. Employees who feel valued and involved are more motivated, productive, and aligned with organizational goals. The research highlights the need for organizations to continuously evaluate and strengthen their engagement strategies to maintain a motivated and high-performing workforce. By fostering a positive work environment, promoting open communication, and offering growth opportunities, organizations can improve employee satisfaction, reduce turnover, and achieve better performance outcomes. Future studies could explore the long-term impact of engagement initiatives and include remote employees to provide a more comprehensive understanding of engagement across different work settings.