

Role of employee engagement and organizational culture on employee performance

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Abstract:

As in every organization, resources are allocated to achieving high employee engagement levels, it must have to reflect in performance benefits and organizational productivity/ success. Engaged employee is beyond the aspects of well-being, happiness and satisfaction in the concept of construction of employee for the organizational goal-achievement. Employees who are disengaged tend to sleepwalk through their workday, meaning they don't give their work their all and only do it for fun. This not only causes performance to stagnate or even decline, but it also causes chaos and confusion within the company, which is a burden on management. They fritter away their talent on a variety of unimportant pursuits.

After reviewing literature, researchers try to focus on correlation of employee engagement, organizational culture and employee performance in some different perspective lines. It's an exploratory research based on secondary data and also tries to cover the cross-culture issues facing multinational companies that are more likely to draw and keep talent for organizational performance improvement, especially the possibility of improved success achievement.

Key words:employee engagement, employee empowerment, organizational culture, cross culture, employee performance etc.

Introduction:

Organizational succeed can be greatly impacted by employee engagement because of its connections to morale and work satisfaction as well as employee empowerment. Employee engagement pertains to the degree of zeal and commitment an employee has for their employment. The combination of employee engagement and empowerment has a good impact on organisational commitment, which serves as the driving force behind employees' goal-achieving actions i.e. performance. By releasing time from small decisions, empowerment allows management to concentrate on more comprehensive plans and the long-term goals of the business.

Employees that are aligned with their personal beliefs and feel a part of a positive organisational culture are typically more engaged in their work, have high job satisfaction and make valuable contributions to the achievement of organisational objectives and success. Organisational culture concept conduct employee dedication and beyond job satisfaction serves as the cornerstones upon which the employee engagement is constructed.

However, employee performance management is an essential component of Human Resource Management in an efficient organisation. It is the primary method by which work is completed. So as, it should have to give high emphasis.

Review of literatures: -

Anjum Tanwar (2017) in his research paper 'Impact of Employee Engagement on Performance' shows an affirmative correlation between employee engagement and higher performance outcomes: productivity, customer loyalty and safety, employee retention, profitability, customer satisfaction and employee satisfaction lower rates of employee turnover and absenteeism.

Bhawana Bhardwaj, Namrita Kalia (2020) The study sheds light on the relationship between cultural factors and employee engagement and how much it influences workers' contextual and task-related performance.

Binglu Zhao, Ying Pan (2017) concludes in the research paper that employees from diverse cultural backgrounds respond differently to different forms of motivation, and it offers some recommendations and references for cross-cultural HRM in global businesses.

Dr. Siddique, K. P (2019) By analysing pertinent research in the area of organisational culture and employee engagement, this study seeks to give a review on the effects of organisational culture on employee engagement. Nadia Abdelhamid Abdelmegeed Abdelwahed and Mohammed A. AlDoghan (2023)- The article would assist in creating Work Employee Engagement theory and organisational elements for performance and productivity in order to meet job duties and goals. The results will add to the body of knowledge by offering actual data from Middle Eastern nations. The research offers a robust framework that integrates organisational aspects and Work Employee Engagement theory with Employee Productivity Development and Employee Performance.

Rohan Singh (2022) The aim of this article is to examine the correlation between employee performance and performance appraisal in Indian industrial and service sector organisations. The relationship between them was investigated using regression analysis and correlation. Sahitya Paul and Sakshi Sharma (2022) in their study's conclusions advanced our knowledge and comprehension of the chosen variables, which improves our comprehension of the organisational procedures that promote employee engagement.

According to Prathiba (2016), organisational commitment is what drives an employee's path of action to meet goals and employee engagement and empowerment have a good combined influence on it. So far as it's an elaborative study area that, 'Role of employee engagement and organizational culture on employee performance'.

Objectives of study: - To identify the concept of employee engagement, organizational culture and employee performance.

To analyse the role of employee engagement and organizational culture on employee performance.

Methodology: -

The present study of research paper is an exploratory research, based on secondary data available from different sources like websites, internet, newspapers, magazines, books, reports, journals, articles etc. It is a secondary data-based research paper so researchers are not claiming the outcome of this paper.

Employee engagement:

The emotional and professional bond that employees have with their employer, coworkers, and job is known as employee engagement. Elevated levels of engagement are indicative of a better overall work experience and are linked to improved job satisfaction, performance, and employee retention.

Employee engagement is not well-being. Employee engagement is not satisfaction. Employee engagement is not happiness. It is beyond these aspects. Then what is it?

It is a measure of how motivated people are to put in extra effort for their organization and a sign of how committed they are to staying there.

Elements of employee engagement are-

1. Commitment- refers to the time and efforts spent on the work place.
2. Work relationships- it refers to cordial and friendly inter-personal relationships one enjoys within the organizations.
3. Personal Beliefs- it is a confidence that he/she matters for success of the organization.
4. Strong willingness- employee strongly or willingly recommended the organization as the best place to work. Pride in association with organization.
5. Emotional attachments- It involves a strong emotional bond with the organize the employee personalize the job and the goal.
6. Passionate- refers to total commitment- employee talks the job and company. Eloquently speaking about products.

Organizational culture:

The way employees in an organisation execute tasks and communicate with one another is determined by its organisational culture. The cultural paradigm is made up of a variety of rituals, beliefs, values and symbols that influence how employees behave within an organisation.

Strong, extensively disseminated and reinforced organisational cultures offer the greatest competitive advantage. Everyone needs to express their views and principles. When a culture is robust, workers feel appreciated.

Employees that are aligned with their personal beliefs and feel a part of a positive organisational culture are typically more engaged in their work, have high job satisfaction, and make valuable contributions to the achievement of organisational objectives. Cross culture in the

organization also a crucial factor that have to focused to determine employee engagement and performance. In the era of globalization, companies performing their business in one country are expanding their business to other countries.

Cross Culture in organization:

In the business world, "cross culture" refers to an organization's initiatives to guarantee that its personnel have productive interactions with professionals from other backgrounds. Similar to the adjective "cross-cultural," it denotes an understanding of and a wish to overcome regional, national, and ethnic variations in customs and practices. To transform the cross-culture issue in the company, the process or three simple but strongly effective steps have to apply i.e. –

1. **Recognition:** which increase awareness of cultural differences.
2. **Respect:** which appreciate cultural differences
3. **Reconciliation:** which increase awareness of cultural differences and benefit of collaborative action.

As such when employees like an environment at work that encourages participation. Thus, multinational companies having cross culture that place a high value on involvement of employee are more likely to draw and keep talent.

Employee Performance:

Employee performance is a gauge of how well a worker does their job and conducts themselves in the workplace. It has an impact on customer happiness, the firm's revenue, company culture, and employee retention rates, to mention a few outcomes, making it crucial to every facet of the organisation.

Employee performance encompasses the calibre, productivity and efficacy of a worker's output. The way a worker performs also reflects how valuable they are to the company. Since employees are an investment, their performance serves as a proxy for their return on investment. Performance inside an organisation as well as individual performance can improve with employee empowerment and engagement.

According to certain research, empowering leadership behaviours statistically significantly increase employee engagement and performance and decrease the intention of employee turnover. These behaviours are defined by giving employees more authority to make their own decisions and by redistributing decision-making power to those who typically do not have it.

How aspects of organizational culture impact employee engagement and psychological and structural empowerment and ultimately on performance of employee and organizational productivity/success?

To address organizational culture impact, now it becomes more focused that are shifting towards the non-financial aspects of performance development rather than financial, such as employee

engagement. They recognise that focusing just on the financial aspects of performance improvement will not be sufficient to deal with the intense rivalry among businesses. The most crucial element to take into account in order to maintain motivated, enthused, and totally immersed workers is employee engagement. Additionally, employee engagement contributes to other positive performance outcomes like increased productivity, profitability, customer satisfaction and loyalty, lower employee turnover and absenteeism, and employee satisfaction and motivation to give their best efforts and go above and beyond to improve the performance of the organisation.

Employee engagement increases the likelihood of improved performance and productivity in the organization.

Roll of employee engagement as well as organizational culture on employee performance:

Positive characteristics of employee engagement have a trickle-down effect on overall performance, highlighting the significance of non-financial factors in fostering employee motivation and engagement levels.

1. Engaged employee denotes attachment to the organization and willingness to give discretionary efforts.
2. Cultural environment denotes a local work environment that supports productivity and performance.
3. Energized employee denotes individual, physical, interpersonal and emotional wellbeing at work.

Since resources are allocated to achieving high employee engagement levels, the construct must yield performance benefits.

When workers recognise, they have the opportunity to advance, are valued by the company, and are working at the right job for the right pay, they are content. There is a rare possibility that employees will look for work elsewhere when they feel empowered and content in their position, which raises the retention rate i.e. minimise the employee turnover.

Certain noteworthy characteristics of engaged employees and contribution to improved performance:

1. Despite the options that exist outside the organisation, the employees are incredibly eager to be a part of it and feel pleased to be affiliated with it.
2. The employee doesn't think twice about putting in more time, effort, or initiative to help an organisation succeed.
3. The employee is enthusiastic about the company and spreads the word about it to others, opening doors for new clients and employees.

A few of the things that are strongly suggested for any organisation that wants to benefit from the productivity and advantages of engaged employees are concepts like organisational citizenship behaviour, which should be practiced and promoted in the workplace, employee autonomy or authority in day-to-day tasks, adequately compensated workers and employee welfare initiatives.

Conclusion: -

In the organization, in order to achieve financial strength, a business must prioritise considering non-financial aspects such as employee empowerment, motivation, satisfaction, and engagement.

Role of employee engagement which helps the employees realise they are a part of the company. As a result, workers are deeply invested in their work and have a strong emotional connection to their employer. They also go above and beyond the requirements of their employment contracts, believing that everything they do will contribute to the expansion of what is already theirs.

Personnel that is knowledgeable, uncommon, devoted, and loyal is one of the most important aspects of gaining a competitive edge.

In order to boost employee engagement, attention must be paid to lowering work-related stress and enhancing the work environment and motivation. Employee engagement will increase when jobs are appropriately assigned since workers will experience less stress and confusion and be able to take on additional duties inside the company.

In the organization, employers can encourage employee engagement by talking about career growth, rewarding employees, and using effective communication.

Employers have a variety of options for fostering employee engagement, such as setting clear goals, rewarding and promoting exceptional work, updating staff on corporate success, and giving frequent feedback. Other tactics include attempting to instil a sense of worth and respect in staff members as well as a sense that their opinions are being acknowledged and comprehended. Employees that are engaged feel that they have been given the keys to their company's success, that their job matters, and that their managers support and value them.

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