

Impact of Employee Engagement on Work Outcome during the COVID 19 Pandemic – An Empirical Study

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Abstract

Employees who are engaged are enthusiastic and full of energy. In addition, they are frequently preoccupied with work, and time is limited. Employee engagement is one of the key characteristics that has a significant impact on organizational performance, according to leaders and managers around the world. Beyond the traditional notions of involvement, organizational commitment, and work happiness, employee engagement continues to drive business success. Utilizing one's emotional, cognitive, and behavioral resources while working toward the organization's objectives and tactics constitutes the engagement. The study followed a quantitative approach which involved seeking perception of employee on organization support provided to them and its impact of their engagement. The present study depicts the impact of effective employee engagement for the organizational desired outcome.

Keywords: *Employee Engagement, HR Methods, Performance Management, Competitiveness.*

Introduction

The current business landscape is changing as a result of the global COVID-19 outbreak. HR managers are always coming up with innovative and effective strategies to engage the staff during this difficult period. Employee engagement is a way of thinking about the workplace that motivates all employees to continually give their all in support of the goals and fundamental principles of the firm. Organizations typically take into account the fact that motivated employees boost workplace morale, which in turn raises customer satisfaction and always results in higher sales and profitability for the company. Employee engagement can act as a catalyst for changing employees' attitudes, intentions, and behaviors in order to boost job output. It is concluded that employee engagement can be utilized as a mediator to enhance the behavior, intention, and attitudes of employees toward a better work performance.

Employee engagement helps the business achieve its goals, carry out its plan, and produce meaningful financial returns. Different HR methods, including job design, recruitment, selection, compensation, training, and performance management, can increase employee engagement. An engaged employee is focused on their work and the success of the firm, and they constantly want to believe that their tenacity and diligence could make a difference. Engaged workers are more

productive at work, which results in increased customer satisfaction, a rise in sales, and an increase in the organizations' profits. A characteristic of a company's relationship with its employees is described as employee engagement. In other terms, employee engagement refers to employees' cognitive and affective involvement in the business. Additionally, the link that exists between employees and their employment is precisely described by the term "employee engagement.

"Employee and organizational efficiency will increase as a result of more employee engagement, which will also minimize absenteeism, injuries, and attrition. Employee engagement is linked to concrete indicators of an organization's efficacy, including effectiveness, success, quality, customer satisfaction, benefit, and development. The IT Industry is that the largest employer in the non public sector, employing 3.9 mn people and India is remodeling right into a virtual economic system with over 450 mn plus internet subscribers solely second to China. Indian IT industry has over 17,000 companies, of which over thousand are large multinationals companies with over fifty delivery places in India.

The country's cost competitiveness in providing IT services, which is approximately 3-4 times more cost effective than the US, continues to be its unique selling proposition within the global sourcing market. Due to the destructive effect of COVID-19, the annual boom of the India IT & commercial enterprise offerings marketplace is predicted to develop 6.5% according to cent to reach \$14 billion through December 2020 and it's also predicted that consulting offerings, present day collaborative applications, controlled protection offerings, network control offerings and web website hosting offerings will constitute higher revenue-producing opportunities.

The COVID-19 crisis has discontinued the business world with a radical impact cutting across industries associated organizations are navigating associate unprecedented and difficult time and are conjointly at tier enjoying ground as none had unfavorable position of being higher ready or equipped to touch upon the crisis. seventy-five per cent of organizations have re-defined their communication strategy to extend engagement of staff, virtual team conferences seventy per cent and making known for workers by leadership two per cent being the highest two leading engagement practices. The foremost objective of the research study is to investigate the factors of employee engagement and its work outcome during Covid19 crisis in the business organizations.

Review of Literature

Kanimozhi. R, (2014) in her research study made a trial to check the effectiveness of employee engagement activities in EFD organization and also evaluate the effectiveness of the worker welfare activities. The results of the research paper illustrates that the associates of EFD-efunds Corporation Ltd are a great deal impressed about their Company and that they must incorporate the less changes in existing engagement activities such they will satisfy their associates. The

finding of the study depicts that the foremost of the associates are highly engaged with the corporate both intellectually & emotionally.

Brad Shuck & Reio, (2016) in their research article studied the links between commitment, organizational climate, job security and employee engagement. The results of hierarchical multivariate analysis results suggested that the workers who reported experiencing a positive organizational climate were more likely to report higher levels of discretionary effort. As for the intention to turnover model, the hierarchical multivariate analysis results revealed that affective commitment and employee engagement predicted lower levels of employees' intention to turnover.

Halbesleben et al., (2017) in their research paper identified a big and positive relationship between behavior, strain, engagement and time-based work-family conflict. They suggested that employees with higher levels of conscientious tend to own less work-family conflict. Hence, while the past literature has typically demonstrated a negative relationship between work-family conflict and engagement, there's an emerging avenue for examining the positive relationship between these two constructs.

Need for the Study

The COVID-19 pandemic has put an unprecedented strain on the power of organizations to stay their employees engaged during these times as they face stress and anxiety given the uncertainty surrounding things. Most organizations during Covid19 realize that a „satisfied“ employee isn't certainly the „best“ employee in terms of loyalty and productivity. it's only an „engaged employee“ who intellectually and emotionally connects with the organization, senses passionately about its goals and is committed towards its value. They goes a further mile beyond the fundamental job requirements and is related to the actions that drive the business. For survival, growth and excellence the businesses need to specialize in engaging employees to drive success. The HR challenge today isn't just retaining talented people, but also fully engaging them, capturing their minds and Hearts at each stage of their work lives. The study will help the organization to understand this level of engagement of their employees, and can allow them to require necessary actions to motivate them to perform better and enhance their satisfaction and intention to remain within the organization.

Statement of the Problem

The growth of the IT industry has been an outstanding success when measured against standard indicators like growth in sales, generation of employment and exports, and particularly when contrasted with the performance of other industrial sectors in India. The challenges for HR professionals in IT sector are numerous, right from maintenance of productivity and ensuring profitability to attracting the talented employees, engaging them, and at last retaining them

within the organization itself. For sustaining challenges within the dynamic and competitive IT sector it's imperative to own engaged employees. The study will address the subsequent questions:

- What are the assorted aspects of Employee Engagement and work outcomes at business organizations? •
- What are the assorted dimensions that compose employee engagement activities at in the business organizations?

Objective of the study

- To determine the most influencing factors influencing employee engagement in the business organizations
- To analyse employee engagement and intention to stay in relation to their personal and work-related factors.
- To evaluate whether drivers of employee engagement significantly predicts the work outcomes in the business organizations.
- To study the influence of demographic variables on employee engagement and Work Outcomes at the business organizations.

Scope of the study

The study is confined to the workers belongs to the business organizations in India. The study will help the organization to grasp the present levels of engagement of their employees, and can allow them to adopt required actions to have interaction them to perform better, enhance their citizenship behavior and satisfaction and there by decrease their turnover intention. The study help to seek out the link between employee engagement and employee job satisfaction, organization commitment, organization citizenship behaviour, turnover intentions and employee performance are preoccupied for examination.

Research Methodology

The present study used descriptive research design and the data were collected through random sampling from 73 employees working in the business organizations in India. The researcher developed a structured Questionnaire along with five-point Likert scale stating from strongly agree to strongly disagree and research hypothesis were tested using statistical tools.

Data Analysis and Results

Reliability Test

Cronbach's Alpha	0.903
No of Items	56
Total Size	15

Inference: The result of Cronbach's alpha value is 0.903 which indicate that there is high internal consistency among the items.

Chi Square Test

Ha₁: There is no association between the gender of the employee and their engagement level towards the work environment at in the business organizations.

Chi-Square Analysis			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.743 ^a	4	.783
Likelihood Ratio	1.731	4	.785
Linear-by-Linear Association	.954	1	.329
N of Valid Cases	73		
a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is 1.27.			

Inference: It is found that the pearson chi square value is 0.783 which is greater than 0.05. Hence null hypothesis is accepted and there is no association between the employee engagement towards their work and their gender.

Friedman Test

Ha2: There is no significant difference between mean ranks towards the factors influencing employee engagement at in the business organizations.

Factors influencing Employee Engagement	Mean Value	Rank
I have a clear idea of my role	3.55	
I feel a strong sense of belonging to my organization.	3.42	
There is good communication between people in different areas of the company	3.27	
I am encouraged to develop new skills.	3.84	
My supervisor praises good work.	3.46	
My supervisor encourages employees to participate in important decisions.	3.47	
Chi-Square	6.125	
Asymp. Sig.	0.294	

Inference: It is revealed that p value is greater than 0.05 and hence null hypothesis is accepted at 5% level of significance. Therefore, the result of Friedman test concluded that there is no significant difference between mean ranks towards the factors influencing employee engagement at the business organizations.

Correlation Analysis

Ha3: There is no relationship between the employee engagement and employee performance towards their work at in the business organizations.

Relationship between employee engagement and performance towards their work

	My organization Strongly considers my goals and values.	My organization I get timely feedback for my performance values.	
My organization Strongly considers my goals and values.	Pearson Correlation	1	.201
	Sig. (2-tailed)		.088
	N	73	73
I get timely feedback for my performance	Pearson Correlation	.201	1
	Sig. (2-tailed)	.088	
	N	73	73

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

Inference: It is indicated that the Pearson correlation coefficient r is 0.201 which implies there is a positive relationship between the employee engagement and employee performance towards their work. Therefore, there is a positive direction between the two variables.

Recommendations

The following are the suggestions, which if implemented might be helpful to the organization to make the existing Employee Engagement Level a more successful one.

- It is suggested that IT companies should have regular conversations with team members go a long way in picking up early signs of anxiety and make more space for taking and giving feedback during this time. moreover, the companies should Host regular video or audio calls, in addition to emails, is an effective way of staying connected with colleagues. It is also good to focus conversations on health and safety, while gradually trickling down to work and business.
- It is suggested that the companies should improve the wellbeing of employees and provide upskilling opportunities to employees via online courses and webinars, announce wellness initiatives focusing on mental health and fitness of employees, provide additional leaves for employees to use for their own care or the care of their loved ones. Such initiatives build trust and resilience among the employees helping them meet the demands of the changing environment and make organizations future-ready.

- It is suggested that the organization have to create an Executive Oversight team to regulate the organizational change goals, set metrics for evaluating change success, and allocate responsibility for specific duties and activities.

Conclusion

The study offers practical perspectives on how employees' overall engagement is influenced by virtual communication to employees and extrinsic motivation. It draws attention on the importance of employee communication using different tools for virtual communication when employees work from home and how rewards can re-enforce this link. The results suggest that the overall engagement can be enhanced by providing organizational support to employees during. Managers must focus on different aspects of motivation and encourage effective HR processes that can contribute to higher engagement levels. Additionally, managers must address diversity issues and remember that one-size-fit-all approach would not work as younger employees may be driven more by extrinsic motivation and seek learning and development opportunities for future growth compared to older employees who align themselves to the organizational goals and demonstrate more commitment during crisis. This commitment could be a result of commitment to the organization or the fear of losing job during crisis.

Nowadays employee engagement is taken into account as a critical factor for the success of organisation. The enhancement, raising and improvement of employee engagement are within the hands of organizations. Hence it must be frequently examined by the organization. So there exists a better need for the studies associated with employee engagement and its significance, to spot the engagement level of the staff, identification of variables contributing to the engagement level. From the study it's concluded that rewards and recognition and leadership behaviours has its influence on employee engagement. Fair rewards, participative management and consideration of employees' ideas and suggestions play a significant role in engaging employees. Recognition and appreciation for the work done motivates the workers and helps in engaging them.

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