

Employee Engagement and Quality Relationship Enhancing Work Performance

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Abstract

Interpersonal relationships and quality of interaction results in positive work outcomes. Corporates always specialise in eliciting organization desired behaviours and outcomes from their organizations. Employee attitudes at their respective work spheres, although, a well examined thought, however, constructs like engagement of employees, are a scant lot, as far as examination of the given construct cares. The given study is an endeavour to look at relationship between engagement of employees and quality of relationship between members and their superiors. The study has been convened across three sectors of services economy of Jammu and Kashmir, India with the likes of insurance, postal and banking. Primary method of knowledge collection was administered with having sampling population comprising of middle level management, frontline staff and visiting consumers. Structural equation modelling technique has been followed for hypothesis testing. The findings suggest significant relationship between the constructs. The study also offers valuable implications for management practioners, scholars and academicians

Keywords: Employee Engagement, Leader Member Exchange, and repair Performance.

I. INTRODUCTION

Service organizations across the world are making efforts to deliver superior service quality or performance by adopting superior technology, equipment, procedures, processes etc. However, one significant element that is manpower often being ignored with no reverence at all. Therefore, call of the hour is to focus efforts on understanding the basic tenets that could act as a pivot around which performance of an organization in general and employees in particular can be annexed at. In light, of the above, the present study would like to throw some light on complexities surrounding employee engagement and leader member relationship. Thereafter, lay down some action plans for better engagement of employees and superior subordinate relationships and their impact on employee

service performance. The study would be an integrated one integrating banking, insurance and postal services for the first time in J&K, India. Thus, providing novelty as far as the given field of research is concerned.

II. LITERATURE REVIEW

Employee engagement refers to a favourable state comprising of vigour, dedication and absorption. Vigour refers to high levels of energy with sound resilient character, displayed at job; dedication represents zeal, honour and discipline while performing ones activities and absorption means levels in engrossment at work. Employee engagement has been considered together among the many work attitudes that influence employee work outcomes. Organizational practices like leadership support, confidence, empowerment, role benefit, job autonomy, goal setting etc had

been related to enhancement of employee engagement. Role benefits i.e., employee's perception of career opportunities and growth, job autonomy or freedom and independence also are reported significant drivers of labour engagement. Goal setting and strategic plan formulation to realize goals could engage employees to require ownership of the work. deciding or co-ordination boosts employee self-worth and make a way of responsibility those results in engagement of employees at work. Working life like flexible working hours, rest time, co-workers support develops favourable work culture conducive for engagement of employees. Emotional well-being of employees does impact employee engagement. Management involvement, trust and empowerment act as boosters for engagement of employees (Rosas-Gaddi, 2011). Employee engagement might be controlled and controlled by effective management, by shaping attitude and spirit of employees. Employee engagement had been in positive relationship with various other constructs like reward systems, employee involvement, training and career development, performance appraisals and HR practices (Rashid et al., 2011).

Employee engagement results in various favourable individual and organizational outcomes. Engaged employees were better performers, more productive at their work tasks, more customer-focused, show higher levels of discretionary effort, affective commitment and prove more profitable (Shuck and Reio, 2011). Engaged employees affect working of work-mates, put their best efforts at work, show persistence while facing difficulties, analyse the business environment, competitive forces, strives for the success of a corporation, act as ambassadors of a corporation, communicates and maintains a differential image within the minds of its audience and performs extraordinary also as discretionary tasks (Baumruk, 2006). Engagement of employees, influence job satisfaction (Saks, 2006), job involvement (psychological identification with one's job),

flow (sensations people feel, while acting holistically), reduction in turnover rate (Rank, et al., 2007), customer satisfaction, productivity etc, (Harter, et al., 2002), absenteeism rate and increases profitability.

LMX

LMX comprises of components like affect, contribution, loyalty and professional respect. Affect represents emotional attachment between superior and subordinate based on matching of likings, tastes, skills, etc. Loyalty means mutual support offered by superior and support in presence as well as in absence of one another. Leaders who are loyal to their members feel confident in their abilities and can give them more autonomy, responsibility and private judgement, while handling different projects. Contribution enables skilled workforce to grab more challenging tasks and responsibilities. Since, LMX is figure related; it impact employee behaviours like job performance and organizational citizenship behaviour (Ansari, et al., 2007). Professional respect refers to hype that has already been created around superior or supervisor regarding his performance of his duties. there's an opportunity of forming perceptions about such a private before meeting or seeing him by simply hearing from others about his qualities in a corporation. Employees with these qualities make to the best books of their superiors. LMX influence in-role also as extra-role task behaviours of employees.

Employee Service Performance

Employee service performance, represents behaviours desired by organization and includes likes of better customer handling, delighted customers, loyalty and customer retention, politeness, respect etc. ESP is a blend of effective leadership, better interpersonal relationship, sound hr policies, strong work culture. Management practices like employee relationships, management support, rewards, recognition, feedback, communication, (Datta et al., 2005); trust, etc have positive effect on employee service performance.

Employee Engagement and Performance

Employees who feel energized are more creative in their job performance. Employees perform formalized job tasks to make a minimum standard of service performance and additionally perform tasks outside their job contract, those are voluntary in nature and influence working of work-mates, customers and establish different standard of service performance. Such voluntary behaviours include helping co-workers with their tasks, attending customers when fellow co-worker is absent, solving customer problems outside one's domain etc. of these behaviours are expected of those that exhibit higher level of labour engagement as results of positive state of mind. These behaviours enhance interpersonal relationships, customer perception of service quality, organization image, positive word of mouth, productivity and performance. Taking together these facts, this study also proposes as:

H1: Employee engagement positively influences service performance of employees.

LMX and Performance

Research has been of the opinion that employees shows more motivation, commitment, dedication while being consulted, asked to participate in decision making. Employees feel motivated when asked to participate in deciding, provided support from management, co-workers. Delegating authority and autonomy enhance employee performance. LMX make sure that subordinates are given autonomy regarding their job tasks, participation in key deciding, feedback, by their immediate supervisors Graen and Uhl-Bein (1995). After concluding that there is a resemblance between characteristics of superior subordinate relationship quality and organization desired employee performance behaviours, we, hypothesize that leader member exchange positively impact employee service performance

H2: Leader member exchange favourably impacts employee service performance

III. MATERIALS AND METHODS

The materials and methods include the following:

Structured questionnaires were hand distributed among employees and customers while conducting the survey. Proportionate stratified sampling method is used for sampling with sample size comprises of middle level management, lower management and consumers with proportion of 80 leaders, 160 subordinates and 160 consumers from Punjab National Bank, Jammu and Kashmir Bank and Life Insurance Corporation. One to one relationship of every leader with his two subordinates and likewise every subordinate with his two consumers is being ascertained. J&K, India has been the survey area. Several techniques were used for data analysis like structural equation modelling.

IV. RESULTS

The Confirmatory correlation analysis suggested an honest fit the measurement model with χ^2 value is statistically significant ($\chi^2 = 845.1$, $df = 351$, $p < 0.05$, $RMR = 0.046$, $GFI = 0.791$, $AGFI = 0.761$, $CFI = 0.921$). The goodness-of-fit index (GFI) and therefore the adjusted goodness-of-fit index (AGFI) were 0.791 and 0.759, respectively. The CFI showed a high value of 0.90. Cronbach alpha for all constructs was in significant range. The structural modelling suggest that the hypothesized model fit the info well with χ^2 statistically significant ($\chi^2 = 923.1$, $df = 389$, $p < 0.05$, $RMR = 0.045$, $GFI = 0.835$, $AGFI = 0.791$, $CFI = 0.913$). The goodness-of-fit index (GFI) and therefore the adjusted goodness-of-fit index (AGFI) were 0.891 and 0.813, respectively. The CFI showed a high value of 0.913.

V. DISCUSSION

The study found that there is a positive relationship between employee engagement and employee service performance with values of $\beta_1 = 0.467$ and significance of $p < 0.5$. Further, $\beta_1 = 0.467$ suggests that favourable work outcomes possible because of engagement of employees at work. Also, significant positive

relationship between leader member exchange and employee service performance came to the fore with $\beta = 0.481$ and significance of $p < .05$. Hence, we could infer engagement of employees and better relationship quality between superiors and subordinates leads to better employee service performance.

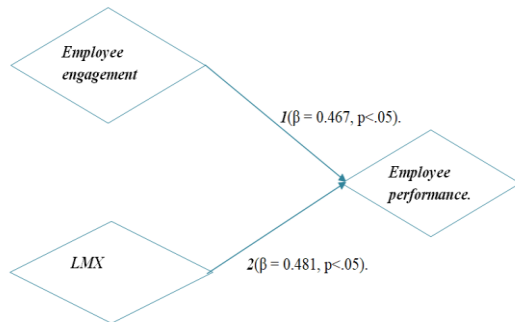


Fig 1: Influence of employee engagement and LMX on Employee performance Model

Employees got to tend opportunities like participation in key deciding, information sharing, autonomy, in order that better LMX quality might be established between leaders and subordinates. The present study represents regional participation of organizations. Participation from national or international participation organizations can bring different insights in to the study. Organizations that participated were from insurance, banking and postal sectors only. Organizations from other sectors like health, education, tourism, entertainment etc, can enhance the generalizability of results and implications. this study explored employee engagement, LMX and repair performance relationship, only. the connection of those construct along side demographic factors like ethnicity, gender, age, would have allowed exploring different inferences and patterns.

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