

A STUDY ON IMPACT OF EMPLOYEE ENGAGEMENT ON THEIR JOB PERFORMANCE AND RETENTION AT BIO-GEN EXTRACTS PVT LTD

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Abstract: *Purpose: The purpose behind this research is to find out the major reasons for the long tenure of the existing employees in the organization and to understand about their employee engagement activities that effect the retention rates. Design/Research Methodology: This research is a census study consisting of 50 respondents, the questionnaire framework was based on the attributes related to the variables of the study. The responses were received with the help of satisfaction levels like strongly agree, agree, disagree etc. Through Five-point Likert scale at BIO-GEN. The statistical tools used for the analysis are correlation and multiple regression. Findings: The result of this study was demonstrated using employee engagement dimensions like physical, emotional and cognitive attributes. It is found in the study that most influencing factors on employee job performance were physical and cognitive. Were has for retention it shows that all the three attributes are having a significant impact. Practical implication: The findings of the research have a number of management potential consequences for organizations seeking to significantly increase employee engagement. These results will assist everyone involved in successfully designing an engagement activity that will benefit management as well as employees. Social implications: The research is beneficial for society in terms of successful organizational practices like employee engagement, which will help to increase the employees' drive to work diligently and be involved in the organization.*

Keywords: *Employee Engagement, Retention, Employee Job Performance, Innovativeness, Physical engagement, Emotional engagement and cognitive engagement.*

Introduction

In light of the current state of affairs in the entire country, which has occurred for a variety of justifications which include employee departure shifts in demand, illness, and employee execution, companies and organisations are becoming more serious about keeping their employees. The department of human resources is primarily in charge of handling and controlling such risks and has developed tactics such as employee engagement.


Organizations must employ a variety of methods to thrive in the quickly evolving sector, which includes an upsurge in tough competition. In order to obtain the best results, one of the tactics is proactive participation by workers. The enormous task of managing the loss of labor that will result from the relocation of many industrial workers confronts organizations today System programmers' incentive to remain in the firm has decreased as a result of

intense competition, high corporate calls for, and work conditions, according to a number of earlier studies; this is because of a lack of employee engagement to the organization.

Objectives of the Study

- To analyze the factors that affect the level of engagement and retention.
- To determine the impact of employee engagement on employee job performance.
- To determine the impact of employee engagement on employee retention.

Company Profile:

Company Name	Bio-gen Extracts Pvt Ltd
Logo	
Address	Bio-gen House No: 254/1-9, Ground Floor, 11th Main Road, 3rd Phase Peenya Industrial Area, Bangalore 560 58
Directors	Jai Shankar Raghava Chandra, Piyush Mohta and Saif Mohiuddin Mehkri
Year of Establishment	2000
Entry to Nutraceutical Market	2003

Literature Review:

Author	Year	Findings
Mustafa Ahmed <i>et al</i>	2023	The results of the study were presented and evaluated using a descriptive analytical analyze by using Smart PLS to test the hypotheses. The study was based on a questionnaire survey with 358 faculty members representing 10 private colleges in Baghdad. The results show the employee retention was significantly impacted by both job-related satisfaction and the standard of working life. The research advices companies to provide extremely attractive working circumstances and by using a job enrichment technique, faculty roles are developed to maintain them. A monetary or ethical prize given to the college's most deserving professors on a monthly basis as a form of encouragement for hard work and persistence is one incentive strategy that must be implemented in order to ensure transparency and acceptability of these reward measures. Numerous elements, such as organizational structure, the physical environment, job security, and the chance for personal development, can have an impact on quality of work life (QWL).
Lolayyan and Alyahya	2023	empirical research involving 480 clinical and administrative workers from five hospitals in Jordan validates the suggested approach. The primary methodologies utilized to validate the model and investigate the hypotheses were

		structural equation modelling and confirmatory factor analysis. Operational flexibility has been shown to significantly improve managerial effectiveness, staff engagement and hospital performance. It has been shown that employee engagement has a favourable influence on the efficiency of hospitals. Without being obvious, management capacity has a significant influence over hospital performance. It also played a significant role as a partial mediating impact between operational flexibility and hospital performance and management capacity also played an essential part as a partly mediating impact between those two variables.
Kavyashree MB	2022	To the great extend feasible, organizational primary problem in the present business environment is to retain and engage their workforce. Designing proper HRM procedure is a key duty for the human resource management system if it is to strengthen employees and increase their engagement in their job duties. The goal of the current study was to find out how practices affected employee's engagement. The findings of the study show a connection between HRM practices and employee engagement. Organizational HRM practices gave employees greater authority and engagement, which improved their performance in their jobs. The survey technique used to collect the data is cross sectional in nature since it easier to acquire data and examine the hypothesis. The workforce who are now employed in HR departments by private sector organizations served as the samples for the current study. Respondents in and around the Mysore and Bangalore region made up the samples.
Hasan et al	2021	This study tries to examine how Khan's attention on the state of human cognition affected his concept of managing human resources and how other scholars expanded on this idea in the years that followed. This work uses qualitative approaches to convey the findings indicated that there had been an increase in topic study involvement. This demonstrates the need for highly flexible human resource management inside a firm. It also highlights that if communication and connections between employers and workers are handled properly, a good perception will be generated, and organisations will receive high engagement from their workforce. The research was conducted at State Polytechnic of Malang, Indonesia.
Jung et al	2021	This research attempts to confirm that personnel of premium hotels consider job insecurity as having a major impact on their job engagement and intention to leave their jobs, and to ascertain the mediating roles of demographic traits. The results demonstrated that staff at premium hotels were less engaged when they felt their jobs were insecure. Moreover, work engagement might lessen the intention to leave an

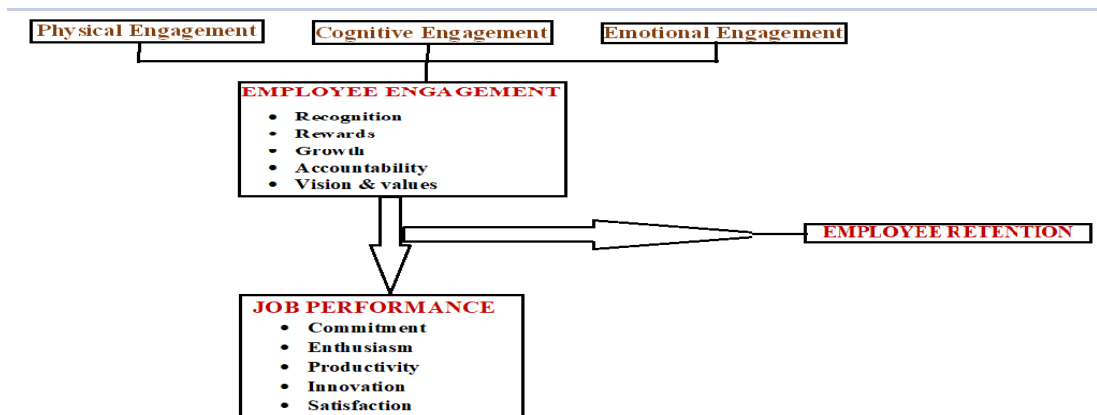
at work. Thus, it was an approach that was bottom-up as opposed to the upward one that was more common at the time, when attempts were made to encourage the employee to work hard. Kahn's study advanced the claim that employee engagement was more about how a team member experienced than because the individual was the perfect match or received enough compensation. He stressed the need of three key components for engagement among workers are: - significance of the work, psychological security and emotional accessibility.

Cognitive Engagement: an extremely concentrated amount of effort is required of the employee in cognitive engagement. The worker is very actively participating and is not distracted while doing his or her task. Cognitive involvement also refers to a worker giving their job their complete attention.

Emotional Engagement: what a person believes and encounters at work is referred to as their emotional engagement. The degree of a worker's commitment to their organization is another important factor. Emotionally engaged employees are highly positively disposed towards their work.

Physical Engagement: when an employee is physically engaged, he or she views work as an extension of power. Accepting labor voluntarily can be viewed as a way to recognize physical participation. Physical engagement also refers to active devotion and interest in the task at hand.

Employee Engagement, Employee job performance and Retention Model



Research Methodology

➤ CENSUS

The study consists of all the corporate office employees of Bio-gen house at Peenya. Around 50 employees of all the department were taken into sample by using simple random method.

➤ **Source of Data**

The investigation was carried out using primary and secondary data to determine how beneficial engagement with work is for retaining employees. In order to gather both primary and secondary information, study must rely on fieldwork survey methods including questioners, interviews and observations as well as publications such as newspapers and magazines.

Primary Data

The majority of the data was acquired from corporate office staff. The firms comprise administrative, managerial and supervisory level personnel. To gather data on the effect of employee engagement on employee retention, a physically handed out, properly organized questionnaire of five-point Likert scale was used.

Secondary Data

For the purpose of the research, sufficient secondary sources have been studied. The following are the secondary sources of information that have been consulted:

- Journals and newspapers
- Books on employee engagement and retention by renowned authors.
- The secondary information about the business profile and other specific was gathered from the internet presence of the business.

Statistical Tools

Descriptive analysis, Correlation and Multiple regression.

Hypothesis

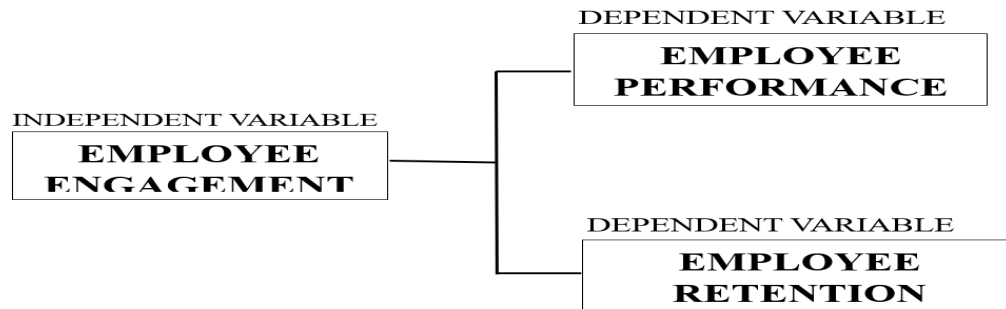
H_{0A}: There is no significant relationship between employee engagement and employee job performance.

H_{1A}: There is a significant relationship between employee engagement and employee job performance.

H_{0B}: There is no significant impact between employee engagement and employee retention.

H_{1B}: There is a significant impact between employee engagement and employee retention.

➤ **Regression Model**



Data Analysis and Results

Descriptive Analysis

❖ **Measurement of Demographic Variables**

	GENDER	QUALIFICATION	MARITAL STATUS	YEARS OF SERVICE
Mean	1.32	1.62	1.8	2.3
Standard Error	0.06663945	0.11025018	0.05714286	0.1347712
Median	1	1	2	2
Mode	1	1	2	3
Standard Deviation	0.47121207	0.77958649	0.40406102	0.952976
Sample Variance	0.22204082	0.6077551	0.16326531	0.9081633
Kurtosis	-1.42536569	0.43996917	0.40724734	-0.948446
Skewness	0.79582002	1.06305603	-1.5467961	0.0884279
Range	1	3	1	3
Minimum	1	1	1	1
Maximum	2	4	2	4
Sum	66	81	90	115
Count	50	50	50	50
Confidence Level (95.0%)	0.13391699	0.22155603	0.11483287	0.2708328

Interpretation:

From the above analysis, it reveals that years of service has got the highest mean value 2.3 and gender has got lowest mean value of 1.32.

Inferential Analysis

❖ Analysis – I Correlation

MEASUREMENT ITEMS	Sig value	Hypothesis Results	Count
PHYSICAL ENGAGEMENT			
I really like the work I do	0.03	Approved	50
I always find myself energetic at work	0.02	Approved	50
At times I am so lost in my work that I do not realize about time	0.03	Approved	50
EMOTIONAL ENGAGEMENT			
I share the best job practices with my colleagues	0.07	Not approved	50
I believe in learning from my colleagues	0.06	Not approved	50
I feel that sharing work related matters with each other at workplace is the key of success	0.04	Not approved	50
COGNITIVE ENGAGEMENT			
I and my leader discusses on all matters that require discussion	0.05	Approved	50
I feel that there are no communication barriers in my company	0.04	Approved	50
Employees in my organization are free to express their opinion	-0.02	Not approved	50
JOB PERFORMANCE			
I always complete the duties specified in my job description	0.01	Approved	50
I meet all the formal performance requirements of the job.	0.03	Approved	50
I never neglect aspects of the job that my obligated to perform.	0.03	Approved	50

Interpretation:

The above analysis depicts that both physical and cognitive engagement is having a positive and significant relationship between employee job performances.

Analysis – II Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.517 ^a	.567	.219	1.33044

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.697	3	9.899	5.593	.002 ^b
	Residual	81.423	46	1.770		
	Total	111.120	49			

Coefficients

Unstandardized Coefficients		Standardized Coefficients		t	Sig.
B	Std. Error	Beta			
2.327	1.099			2.118	.040
.340	.170	.265		2.002	.051
.543	.165	.435		3.283	.002
-.074	.148	-.069		-.502	.618

Interpretation

According to the Anova outcome, predictors such as physical, emotional and cognitive engagement attributes all have a significant influence on employee retention, with f-value of 5.593 and low p-value of 0.002 which is lesser than 0.05. Hence, the null hypothesis null be rejected and alternative hypothesis will be accepted concluding there is significant impact between employee engagement and employee retention.

Suggestions

The organization that desires to enhance worker productivity in to accomplish its objectives, vision and goals for the future must develop and enhance employee engagement. The findings imply that the company should focus more on training & development, rewards & recognition and also to have some kind of refreshment activities to keep the employees calm and stress-free and need to be modified a little bit. Leaders who manage workers must provide a positive example of employee engagement and encourage subordinates to do the same. It is inferred that attempts to boost employee engagement will result in considerable improvements in employee job performance.

The reality that humans are assets that cannot be handled in the same way due to their differing basic needs. Human resource management cannot be strictly it requires versatility and ease of adaptation to modifications in corporate demands and society, therefore

managing personnel is an art. So, the final suggestion would be that to keep up the company's culture, flexibility the same and also the relationship been practiced between peers, managers and directors.

Conclusion

As history goes forward, organizations will encounter new difficulties. The talent, culture and demands of the workforce are evolving. The present talent must be kept, and new blood must be attracted. Employee engagement is a method for developing the greatest employee's talent. The engagement factors that best fit an organization's sort of culture and employee expectations should be its main emphasis. Employee engagement will increase their ability to assist the company meet difficulties and compete.

The analysis reveals that there is a significant impact and relationships among engagement, job performance and retention of the employees at Bio-Gen Extracts Pvt Ltd. It is a simple random census of 50 employees involved. Where the attributes are been measured by five-point Likert scaling using a physical form of questionnaire and the responses is calculated in IBM SPSS software using correlation and multiple regression tools.

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