

IMPACT OF EMPLOYEE ENGAGEMENT ON ORGANIZATIONAL COMMITMENT AND JOB PERFORMANCE

V.Tharanya¹., Vijayakumar Gajenderan²., Nishad Nawaz³

¹Ph.D Research Scholar (PT), Assistant Professor, Department of B.Com (CS), Alpha Arts and Science College, Chennai-600116. Email: thanu275@gmail.com

²Assistant Professor, Department of Commerce, Sir Theagaraya College, Chennai-600 021. Email: viji_tri2003@yahoo.com

³Assistant Professor, Department of Business Management, College of Business Administration, Kingdom University, Bahrain., Corresponding author : nishadnawaz@hotmail.com

Abstract

Impact of Employee Engagement practices on Organizational Commitment and Job Performance among probationary officers in private sector banks in Chennai. The study used primary & secondary data. The examination utilized primary and secondary data. The primary data sourced from private bank employees. The secondary data gathered from the research articles, magazines, and textbooks. The responses are collected from the probationary officers working select private banks in Chennai city. The study adopted purposive sampling method. The study selected four prominent private banks, i.e., ICICI, HDFC, Kotak Mahindra, and Axis. Each bank 100 questionnaires circulated, and overall, 400 questionnaires distributed. Out of which 379 valid filled responses gathered from the respondents. The sample size of the study is 379. The investigation results display that the worker commitment drivers, i.e., Leadership style, Training and Development, Compensation and offices, Organizational Justice and Policies, and methodology, fundamentally affecting representative commitment rehearses in private banks in the examination locale. The examination additionally settled that representative commitment rehearses altogether affecting authoritative responsibility and Performance level.

Keywords: Employee Engagement, organizational justice, Performance, Organizational Commitment

INTRODUCTION

Employee engagement is commitment level and engagement of an employee towards company and its implications. When an employee involved, he is conscious of his participation in the business objects and motivates his co-workers alongside, for the completion of the organizational purposes. The convinced position of the employee with his workplace and its assessment system is contrarily called as the emotional attachment of an employee towards individual work (Anitha, 2014). The employees are optimistically agreed on employee engagement feature, i.e., Workplace Wellbeing. The NBFCs generate a enjoyable working life, imposing the excellence and protection of the physical surroundings, a good working environment, the climate at work, and work organization (Vijayakumar Marcus.A, 2020) Employed Employee Engagement conceived as the persons chance of his entire self position (Kahn, 1992). (Bedarkar & Pandita, 2014) Employee engagement is significant anxiety of leaders and administrators businesses crosswise the sphere, it identified as essential component in determining amount organizational effectiveness, modification. (Dernovsek, 2008) seen that representative commitment is an enthusiastic connection of workers and the dedication level. Commitment is a bright mentality where an human being above and outperforming the responsibility at hand, reinforce degree of control, and advance the company advantage of organization in general (Robinson & Perryman, 2011). It generously influences workers confidence, fertility, responsibility, commitment to inside and outer clients, representative departure, and turnover in the business (Cohen, 1993). Accordingly, representative commitment portrayed by specialists and the scholarly network and is seen as the weatherglass that deals with the relationship of the individual with the working environment. (Sundaray, 2011).

The study still outlasts academic awareness opening in the employee engagement theme; it endlessly excites the necessity for additional empirical-based study in multiple context and demographic segments. The Indian economy is emerging in our country. The financial area assumes a critical job in the advancement of our economy. Every bank focuses on managing the right of customer base by providing the quality of services to customers. Customers of the banks are the real asset of the organization. Due to these circumstances, the banks are competing with each other. The banks business achievements based on the quality employees in their organization. The banks are concentrating on retaining experienced and qualified employees in their organization. Due to this hectic competition among the banks, the banks forced to manage quality employee engagement practices in their organization. The management of banks is also liable to determine the employee engagement practices level and commitment and performance. Therefore the present study focus on assessing effect of employee engagement practices towards organizational commitment and achievement in select private banks in the study region.

REVIEW OF LITERATURE

(MacLeod & Clarke, 2011) expressed that the components of worker commitment require apparent as estimation and bundle of the proceeding with commitment practice. The employee's commitment blended altogether with significant business outcomes. A foundation with 'high' worker commitment constrained, subsequently, be required to surpass those with 'low' representative commitment, all else being equivalent (Seijts & Crim, 2006; Watson, 2012). In addition, worker commitment sought the creating significance of human capital and the passionate contribution of representatives in organization (Ulrich, 1997).

Organizations have no choice however to create more creation with less representative information. To learn, the corporate to connect with the physical structure as well as the psyche mind and the characteristic soul of each discrete representative. Third, the snowballing logical consideration in positive mental activity research that endeavors to decide and improve the determinants that enable people, organizations, and social orders to create and execute the necessary unique ground that bolsters the fulfillment of commitment examination in the scholarly community (Schaufeli, 2013).

Burnout investigators defined engagement as optimistic antithesis of burnout (Maslach, 2001). However, (Schaufeli, 2013) took an alternate point of view to set work commitment as a perspective described by force (vitality and mental energy), devotion (feeling glad about one's employment profile and roused by it) and distraction (sentiment of joy while achievement the work). Likewise, Saks' far reaching model on foundation and outcomes of occupation commitment (work job), and association commitment (representatives' job as individuals from an association) was tried and approved (Saks & Karras, 2006). Additionally, the examination realistic a various leveled model of commitment like Maslow's progressive system model of need (Bhatla, 2011).

EMPLOYEE ENGAGEMENT DRIVERS

The essential factors employee engagements are important in businesses. It increases the efficiency level of the organizations and enhances the productivity level. The mechanism of each employee engagement factor slightly alters depending on organization, segment, and personal disparities. The study endeavors to recognize the foremost of employee engagement drivers in Banking. (Popli & Rizvi, 2016) Transformational inventiveness positive relationship of worker commitment. It enthuses, move, and persuades employees to progress in the direction of the authoritative objectives. In this factor, they involved numerous pointers of compelling administration conduct and saw chief help. Viable authority conduct that underpins commitment reflected mindfulness, correspondence of data, straightforwardness, and deferential treatment of representatives and the association's measures of moral conduct (Anitha, 2014). Authority, as per commitment writing, additionally grasps persuasive inspiration, by which pioneers give importance and challenge to doled out representatives' work; likewise, learned incitement, whereby pioneers bolster representatives' adaptively and inventiveness in a fault free setting (Bass & Bass Bernard, 1985). As an examination result, workers create trust in their pioneers and directors and as needs be respond by endeavoring to satisfy their commitments to the association by getting progressively locked in (Bies & Tripp, 1995; Saks & Karras, 2006). Trust in the pioneer, food from the pioneer, and making a fault free condition are segments of mental security that empower representative commitment (Kahn, 1990; May, Gilson, & Harter, 2004).

Hierarchical equity is term begat by Wendell in 1964. It is functional by authoritative therapists allude to the simply, reasonable, and moral way in which associations delight their representatives (**Cropanzano & Mitchell, 2005; Greenberg, 1990**). The consistency and consistency of reasonableness impact the sentiment of wellbeing introduced by (**Kahn 1990**) in relegating prizes, assets, or in any event, incurring discipline at work. Authoritative societies impact workers' disposition and conduct and, thusly, their exhibition and the association's prosperity(Coetzee, 2005; Greenberg, 1990) **Compensation and benefits** are other fundamental precursors to worker commitment. It comprises budgetary prizes and non-money compensation. The degree of a workers' commitment is dependent upon the representative's attractive quality of got remuneration and advantages. (**Anitha, 2014**) workers after acceptance of supposed prize and thankfulness experience grateful to answer with cutting edge levels commitment (**Robinson & Perryman, 2011**).

Work procedures and Policies appreciate HR related arrangements and methods and saw hierarchical help. HR-related arrangements and methods involve recruiting performs, strategic scheduling, WLB strategies, implementation the board, and safety issue (**Anitha, 2014**). To create culture commitment at the working atmosphere, HR frameworks want to exertion inseparably with other administrative practices when managing representatives (**Gupta & Kumar, 2013**). WLB, in its quickness, is characterizing as degree of involvement or 'fit' among the numerous jobs .While strategic scheduling licenses the representatives to fluctuate their beginning and conclude times, gave a specific numeral time are worked(**Baltes, Briggs, Huff, Wright, & Neuman, 1999**). Execution the executives that inner circles important destinations and manufactures manager representative trust goes about as a comprehensive measure that upgrades worker commitment (**Mone, London, & Mone, 2018**).

Seen authoritative help states to the workers' convictions that an association norms their commitments and systems of support about their prosperity (Porter, Steers, Mowday, & Boulian, 1974), which empirically confirmed to have encouraging influence on organization engagement (Saks & Karras, 2006). The measure of help and care representatives see to get from an association impacts their mental wellbeing, and empowers to utilize their self unafraid of unenthusiastic results (**Kahn, 1990**).

Preparing and advancement is an extra persuasive forerunner of commitment. It unsurprising with chance of service assets, foreseen in the Demands - Resources model (**Bakker, Demerouti, & Verbeke, 2004**). The examination likewise is seen as an extraneous helper since it provide workers tool and assets, comparable to details, abilities, and capabilities that applied at work and basic for representatives' intention achievement and profession expansion openings. (**Bakker & Leiter, 2010**) For event, work assets, i.e., consolation from colleagues, enlightening remarks, and steady activities from the pioneer/manager, may help representatives to decrease their physiological and mental expenses at work, helps them likewise to close their activity easily (**Bakker & Demerouti, 2008**).

EFFECT OF EMPLOYEE ENGAGEMENT

Commitment shows in relationship with employment implementation and trustworthy duty. The creators distinguish work implementation as totaled budget or non-financial incorporated an inducement by the employees in assurance to the happiness both legitimately and in a roundabout way to the focused on hierarchical objectives(**Borman, Motowidlo, & Schmitt, 1993; Campbell, 1990**).

Study have uncovered that worker assurance affects hierarchical implementation markers, i.e., representative completion, productivity, employee turnover, trustworthy responsibility, and safety (Demerouti, Cropanzano, Bakker, & Leiter, 2010; Hallberg & Schaufeli, 2006; Harter, Schmidt, & Hayes, 2002; Saks & Karras, 2006). In some case, not all scientists concur with option that commitment rouse business accomplishment. (Saks & Karras, 2006) shown that commitment is character-level worldview that provisions to influence the employees from the outset, and later follows by influence the relationship on the movable.

Organizational Commitment The presentation restitutions aggregated from amplified representative duty have been generally settled hypothetical writing. To slant yet a pair, these contain prolonged profession execution (Vandenber, 1992); job performance caliber (Mathieu, 1990); Low level employee turnover

(Balfour & Wechsler, 1996; Cohen, 1993), decrease absenteeism (Cohen, 1993). Hierarchical responsibility clutch hard confidence and recognition of objective and estimation of the involvement; an aptitude to relate widespread activities in the attention of the relationship; and influential advise to stay operational with relationship (Porter et al., 1974; Suliman & Al-Junaibi, 2010). Duty occurs as a multidimensional develops that includes three sorts of hierarchical responsibility. (Allen & Meyer, 1990) The primary sort is a complete of emotion duty representatives' passionate association towards relationship; the subsequent kind is duration responsibility recognition of expenses connected with departure the relationship; and the third sort is regularizing accountability which is moral assurance to continue with the involvement (Allen & Meyer, 1990; Robinson & Perryman, 2011). Employee responsibility and assurance have created as essential develops trustworthy exploration by virtue optimistic relationship with employees role, which proceed corporate preservation just as implementation (Chalofsky & Krishna, 2009). In any case, emotional duty ruins the most likely advantage for a group, as it in a split second contact how employees complete their occupation and counter with assurance in an considerate place of work (Robinson & Perryman, 2011).

OBJECTIVES

To study whether the factors affecting employee engagement in private sector banks;
 Assess the Effect of Employee Engagement Practices towards Organizational Commitment and Job Performance among the private sector bank employees.

HYPOTHESIS

Leadership style, Organizational Justice, Compensation packages, Work Policies, and Procedures, and Training and Development positively related to Employee Engagement Practices in private sector banks;

Employee engagement practices positively related to job performance in private banking in the study region

The Employee Engagement Practices significantly influence the organizational commitment among the private bank employees in the study area

METHODOLOGY

The current examination's definitive intention is to inspect the Effect of Employee Engagement Practices towards Organizational Commitment and Job Performance among the private bank employees in Chennai city. The examination utilized both primary and secondary data. The primary information sourced from private bank employees. The secondary information assembled from the examination articles, magazines, and course books identified with representative commitment and hierarchical responsibility and employment execution. The responses are gathered from the probationary officers working select private banks in Chennai city. The probationary officer's job profile is to look after customer relations, regulate and monitor the branch activities and tasks. They are playing the significant role of branch business. The study used a purposive sampling method. The study used selected four prominent private banks, i.e., ICICI, HDFC, Kotak Mahindra, and Axis. Each bank 100 questionnaires circulated, and overall, 400 questionnaires distributed. Out of which 379 valid filled responses gathered from the respondents—these 379 questionnaires used for the final study. The employee engagement factors, i.e., Leadership styles, Training and Development, Compensation, Policies and Job Performance scale, was developed by (Anitha 2014). The employee engagement factors included nine-item, which was developed by (Thomas, 2007). The organizational commitment included six variables, which was developed by (Saks, 2006), and organizational justice included seventeen variables, which was developed by (Gupta & Kumar, 2013). The study used simple frequency distribution and structural Equation Modeling.

RESULTS AND DISCUSSION

**Table 1
 Demographic Profile**

	Frequency	Percent
Gender		
Male	276	72.8

Female	103	27.2
Total	379	100.0
Age (Years)		
Up to 30	119	31.4
30-40	122	32.2
Above 40	138	36.4
Total	379	100.0
Marital Status		
Single	114	30.1
Married	265	69.9
Total	379	100.0
Qualification		
Under-Graduate	134	35.4
Post-Graduate	101	26.6
Professional	144	38.0
Total	379	100.0
Annual CTC		
Up to 5 Lakhs	125	33.0
Rs.5.1 - 7.5 Lakhs	170	44.9
Above 7.5 Lakhs	84	22.2
Total	379	100.0
Working Place		
HDFC Bank	95	25.1
ICICI Bank	96	25.3
Kotak Mahindra Bank	91	24.0
Axis Bank	97	25.6
Total	379	100.0

Table 1 demonstrates the demographic outline of private bank employees in the study region. Out of 379, the majority 72.8% are male category, and 27.2% are female category. Regarding the age group of the bank, employees are the majority, 36.4% are in the age group of > 40 years. It is followed by 32.2% of the bank employees are in the age group of 30-40 years, and 31.4% are in the age group of up to 30 years. Regarding the marital status, the majority of 69.9% of the employees are married, and 30.1% of the employees are single category. The study also exhibited that majority of 38% of employees are professionally qualified, followed by 35.4% of the employee's educational background were under-graduates, and 26.6% of the employees are post-graduates. In connection with the annual CTC, 44.9% of the employee's annual CTC is Rs.5.1 – 7.5 lakhs, followed by 33% of the employee's annual CTC is up to Rs.5.0 lakhs, and 22.2% of the employees annual CTC is above 7.5 lakhs.

SEM Model

The SEM model used to test the hypothesis. The study used observed and unobserved variables, Endogenous and exogenous variable. The observed, Endogenous variables included EE, OC, and Performance. The variables included Observed, Exogenous variables, i.e., Leadership style, Training & Development, Compensation, organizational justice, and Policies. The unobserved, exogenous variables are e1, e2, and e3. The hypothesis of the model is to test Employee engagement drivers influence EEP in the banking sector. The results of the model are given below:

Based on model results, CMIN value = 13.089, DF = 10, and p-value is about 0.219, which is confirmation supports the hypothesis, the hypothesis accepted at 5%. CMIN/DF minimum discrepancy, which 1.309 (Wheaton & Muthen, 1977) proposed that if the least difference is < 5, the model is fit.

Table 2
A parameter value of the model fit

Name of the Parameter	Value
GFI	0.991
AGFI	0.969
NFI	0.997
CFI	0.999
RMSEA	0.029

Based on many research conducted by (Bentler, 1980), (Sörbom, 1974), (Bollens & Frost, 1989), and recommended that the Index value more significant greater than 0.9 and if RMSEA < 0.05 it indicate the model is fit.

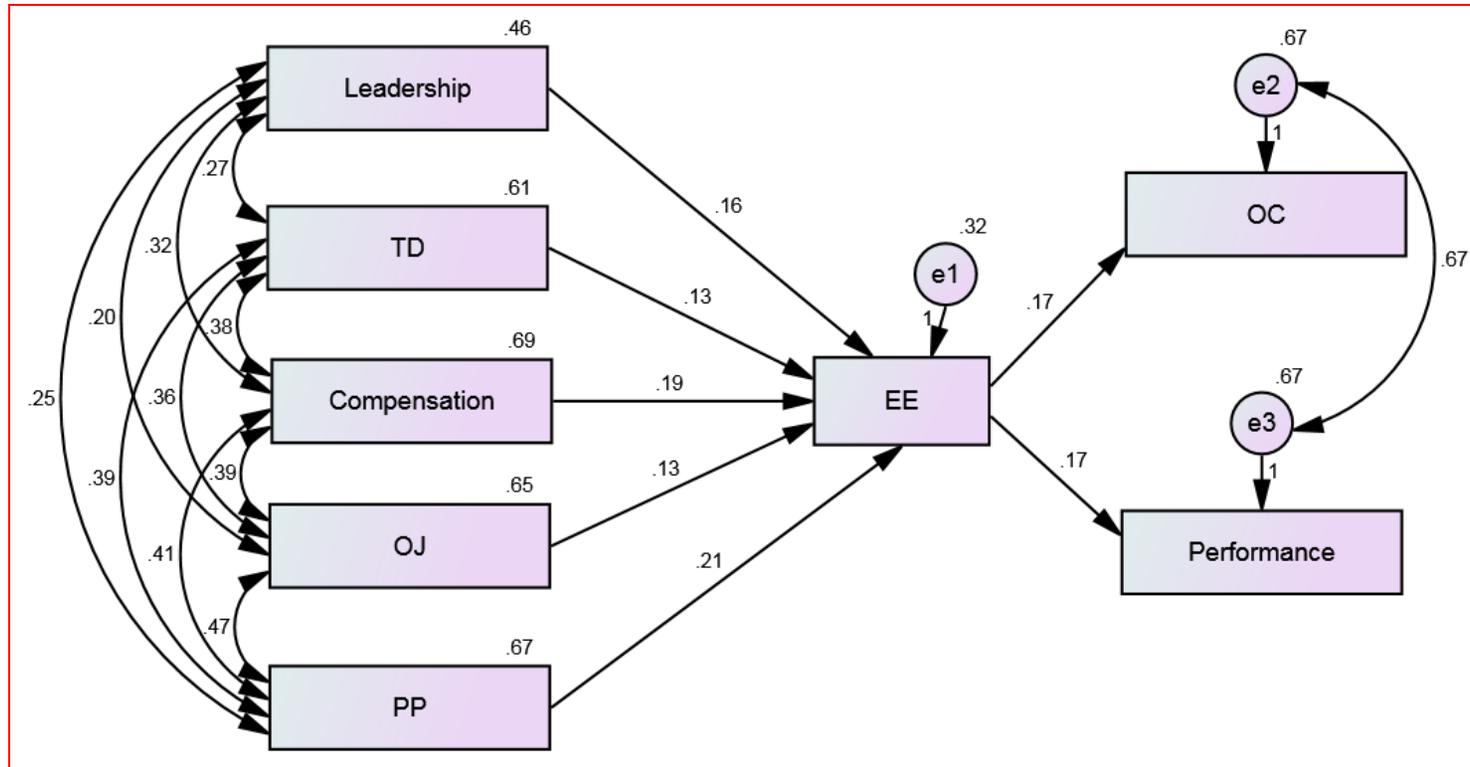
Table 3
Regression weight

			Estimate	S.E.	t	p
Employee engagement	<---	Leadership	.164	.055	2.981	0.003**
Employee engagement	<---	TD	.132	.053	2.500	0.012*
Employee engagement	<---	Compensation	.195	.051	3.806	<0.001**
Employee engagement	<---	OJ	.134	.054	2.474	0.013*
Employee engagement	<---	PP	.210	.056	3.771	<0.001**
Organizational Commitment	<---	Employee engagement	.171	.054	3.168	0.002**
Performance	<---	Employee engagement	.172	.054	3.170	0.002**

The results point out the t and p-value for leadership and employee engagement are 2.981 & 0.003. The p-value is <0.01, statistically crucial at a 1% level. Therefore the study confirms that leadership plays essential situation in the development of employee engagement practices in the banking sector. Empirical leadership explores provided facts that a optimistic connection exists among efficient leader behaviors and followers' feelings and behaviors in association with engagement(Xu & Thomas, 2011). It sustained the continuation of optimistic association among compelling leadership hallucinations and employees' adaptive and proactively in perform jobs(Griffin, Parker, & Mason, 2010). Also, it highlights the optimistic among leadership and organizational commitment(Erkutlu, 2008). Training and development aspect and employee engagement factors t & p-value are 2.500 & 0.012. The p-value is <0.05; the study proves that the training and development aspect significantly influencing employee engagement practices. The Compensation and employee engagement factors t & p-value are 3.806 & 0.001. The p-value is <0.01; the study proves that the compensation significantly influencing the employee engagement practices. The study also established that the policies and procedures and organizational justices p-values also <0.05. Therefore the study inferred that the procedures and policies and organizational justices significantly influencing employee engagement practices in the banking segment.

The study also originated that the t & p-values of employee engagement and organizational commitment, and performance and employee engagement is 3.168 & 0.002, and 3.170 & 0.002. The active employee engagement practices significantly influence organizational commitment and enhancing the efficiency level of the performance of the employees.

Figure: Effect of Employee Engagement Practices towards Organizational Commitment and Job Performance



Note: L=Leadership; TD: Training and Development; C: Compensation; PP: Policies and Procedures; P: Performance; EE: Employee Engagement; OC: Organizational Commitment; OJ: Organizational Justices

CONCLUSION

The study highlights the significance of employee engagement towards the organizational commitment level and performance of employees in private banks. The study outcome exhibits the employee engagement drivers, i.e., Leadership style, Training and Development aspect, Compensation and facilities, Organizational Justice and Policies, and procedures, significantly influencing employee engagement practices in private banks. The study also established that employee engagement practices significantly influencing organizational commitment. The work feeling of job satisfaction and organizational commitment is significant in determining employees' intention to stay or exit. Employees with high level commitment are loyal to working firm, share their values, and recognize the goals of the working organization. Besides, the study describes those employee engagement practices considerably influencing the performance of employees.

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