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HR PRACTICES AND THEIR IMPACT ON THE LEVEL OF EMPLOYEE PERFORMANCE AND WELL-BEING AT WORKPLACE

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Abstract: *The concept of employee engagement has now gained even more importance, since many drivers have been identified, which impact employee performance and well-being at workplace. As companies across industries strive to survive and rise above the stiff competition, physical and mental well-being of employees will be one of the important aspects that HR managers need to tend focus on. The study explores the concept of employee engagement and also throws light on key drivers of employee engagement by analyzing specifically Employee leadership. This study will also analyze how it impacts the level of employee performance and well-being at workplace of the employees.*
Keywords: Employee,Employee Engagement,Human ResourcesPerformance, Work Life Balance, Communication,HR.

Introduction

Employee engagement is a deep and broad connection employees have with an organisation those results in a willingness to go beyond what's expected of them to help the organisation succeed.

Employee engagement does not mean employee happiness or satisfaction.

Someone might be happy at work, satisfied with their job and their pay, but that doesn't necessarily mean they are working productively on behalf of the organisation.

As we can see from the definitions above, a definitive definition is difficult to develop as each organization develops its own interpretation:

1. 'Creating a sense that individuals are a part of a greater entity.' (Best Practices,)2. 'Employees' willingness and ability to contribute to company success.'

3. 'Staff commitment and a sense of belonging to the organization.'

4. 'Employees' commitment to the organization and motivation to contribute to the organization's success.'

5. 'Employees' exertion of "discretionary effort" going beyond meeting the minimum standards of the job.'

6. 'Engagement represents the energy, effort, and initiative employees bring to their jobs'. Engagement is about motivating employees to go the extra mile in the workplace. It is about encouraging employees to have a passion for their work, and identifying the organization as more than a place to earn money.
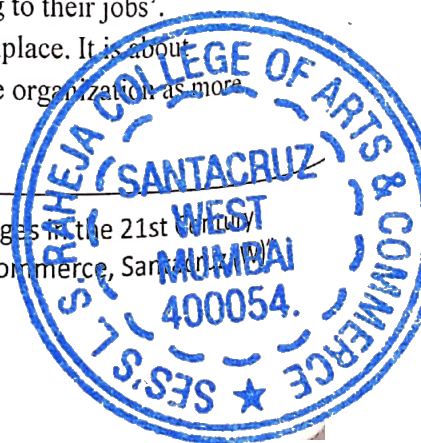
Literature Review:

Seijts&Crim,(2006) says that engagement employee as a person who is fully involved in and eager about his or her work also care about the future of the organization. Engaged employee is willing to invest the optimum and ultimate attempt by doing even extra work.

Bakker et al.(2008) says that employee engagement (EE) as an affirmative, satisfying and work-related state of mind, which is considered by vigour, dedication and absorption. There are several reasons for the concept of employee engagement being related to employee's well-being and work behaviour.

M. WaqasRaja (2012) in his paperdoes Transformational Leadership Leads to Higher Employee Work Engagement. : A Study of Pakistani Service Sector Firms the Present study explores how transformational leadership leads to higher employee work engagement in the service sector firms of Pakistan.

In a distillation of the various models and studies, the following five key drivers repeatedly emerge:

1. Communication
2. Learning & Development
3. Organisational Support
4. Leadership
5. Working Environment

Each of the five key drivers identified can be related to Kahn's (1990) engagement model, tested by May et al. (2004).

Objectives of the Study:

1. To examine the association between employee engagement and Employee Leadership
2. To measure the impact of Leadership on employee engagement among the employees of various organisations under consideration.

Hypothesis:

1. H0:There is no significant association between employee engagement and employeeLeadership.
   H1:There is significant association between employee engagement and employee Leadership.
2. H0:Employee Leadership is not the predictor of the employee engagement level.
   H1:Employee Leadership is the predictor of the employee engagement level.

Significance of the Study:

The major motivation for this study is the rate of increase in employee job satisfaction. There has been an increase in employee satisfaction towards their organisations which has called for an immediate attention by the company. Human resources management has played a very important role in stopping failures of employee retention and to improve the corporate culture. Hence there is a major requirement to know the key drivers of employee engagement from well-established organisation to start ups.

Scope of the Study:

Although the development of motivation model to tackle the problem of employee engagement has inputs from a variety of sources including primary and secondary sources, the study is confined to the data collected. Moreover, only selected facets of job characteristics have been considered for the study. There are many which can be included in order to assess employee motivation. Therefore the scope of the study is limited to the geographical location of the sample size and also to the selected dimensions of personal characteristics and employee motivation.

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Research Methodology:

The methodology deployed for this survey consisted of Primary research, with insights being captured through questionnaires.

The questionnaire is designed to tap the demographic variables including age, gender, marital status, and tenure of the respondents.

It also gathers information about the factors responsible for employee engagement, the factors that can be employed to retain the employees in an Organisation, their overall level of satisfaction, motivation, involvement and life interest and work compatibility.

A questionnaire is intricately designed to tap the factors responsible for employee engagement, the factors that are expected to drive employee engagement.

The Questionnaire covers the Communication, Learning & Development, Organisational Support, Leadership and Working Environment.

❖ **Research Design:**

The research is descriptive in nature and it is carried out to find the factors leading to key drivers of employee engagement.

❖ **Sample Size:**

The sample is covering different employees of various organisations having offices in Mumbai.

❖ **Data Collection:**

The data collection of the study is a combination of both Primary & secondary sources.

● **Primary Sources:**

Primary data is collected using an appropriate questionnaire and analysing it. It is a set of questions (Employee Engagement Survey) which is to be filled up by the respondents with their answers according to their respective situation. The questionnaire designed will be of multiple choices, ratings and open ended.

Questionnaire designed for data collection:

- The questionnaire contains 25 items with the Likert type scale, which will measure the variables of employee attrition and employee job satisfaction of the company.

Scaling Technique:

- The scaling technique is the 5 point Likert scale which ranges from strongly agree to strongly disagree.
- The scoring of the scale is:
- ✓ Strongly Agree – 5
- ✓ Agree – 4
- ✓ Neutral – 3
- ✓ Disagree – 2
- ✓ Strongly Disagree – 1
- The questions are related to the research and are adopted from various related research papers relating to variables i.e. employee engagement and employee job satisfaction. The questionnaire has been adopted under the expert guidance.

● **Secondary Sources:**

The secondary data will be collected from various research papers, articles, magazines, journals and websites.

❖ **Sample Size**

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145 employees from various working having offices in Mumbai are selected for the study.

❖ **Sampling Unit:**
Sampling Unit is the employees working in the various organisations having offices in Mumbai.

❖ **Sample Frame**
It consists of the names of the employees who will be the respondents.

❖ **Sampling technique:**
Sampling technique are convenient sampling.
The sample design is selected based on non-probability sampling.

❖ **Statistical Technique**
This research study uses SPSS Package and MS-Excel

Data Collection and Respondent Profile:

Demographic Variables:

		GENDER	AGE	YEAR OF EXPERIENCE	MARITAL STATUS	INCOME
N	Valid	145	145	145	145	145
	Missing	0	0	0	0	0
Mean		1.3172	2.9034	2.9103	1.4759	2.4345
Median		1.0000	3.0000	3.0000	1.0000	2.0000
Std. Deviation		.46702	1.27107	1.52259	.50115	1.16556

There were 145 respondents from various organizations who participated in the survey and gave their valuable inputs.

Frequency Table:

GENDER		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	99	68.3	68.3	68.3
	FEMALE	46	31.7	31.7	100.0
	Total	145	100.0	100.0	

Out of 145 respondents, there were 68.3% Male respondents and 31.7% Female respondents.

GENDER

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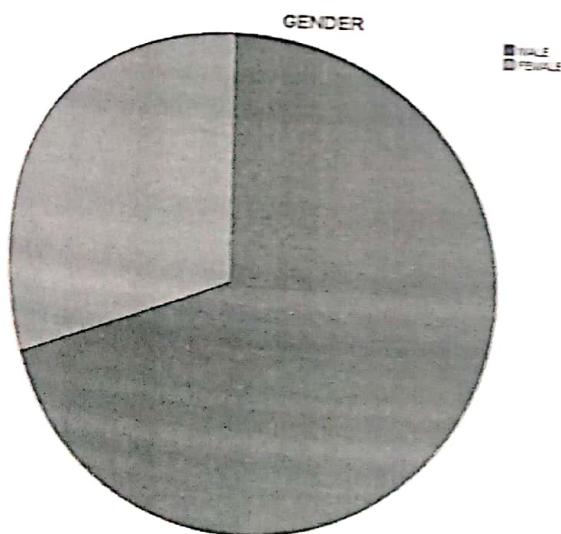
Data Analysis and Interpretation:

Correlation Analysis

H0: There is no significant association between Employee Engagement and EmployeeLeadership.

Correlations:

		Average EmpEngagement	Avg EmployeeLeadership
Average EmpEngagement	Pearson Correlation	1	.617**
	Sig. (2-tailed)		.000
	N	145	145
Avg EmployeeLeadership	Pearson Correlation	.617**	1
	Sig. (2-tailed)	.000	
	N	145	145

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

Inference: EmployeeLeadership is highly and positively correlated (p = 0.000 < 0.01);significantly with engagement level of the employees. Hence, EmployeeLeadership is significantly correlated the here we may reject the Null Hypothesis and accept the Alternative Hypothesis. So we may conclude that the "There is a significance relationship between the engagement and EmployeeLeadership." The Hypothesis has been provided through the Pearson correlation matrix i.e., "There is a significant relationship between the Employeeengagement and EmployeeLeadership."

Regression Analysis:

H0:EmployeeLeadershipis not the predictor of the employee engagement level.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Avg EmployeeLeadership[b]	.	Enter

a. Dependent Variable: AverageEmpEngagement

b. All requested variables entered.

Inference: The regression analysis has been done by using the Enter Method which is one ofthe methods of regression analysis; whereas the EmployeeLeadership is the independent variables against dependent variable i.e. employee engagement level.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.617[a]	.381	.377	.44908

a. Predictors: (Constant), AvgLeadership

Inference: The r^2coefficient of the determination is 0.381; therefore, about 38.10% of thevariance can be predicted by EmployeeLeadership on employee engagement among the employees of the various organisations

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.754	1	17.754	88.035	.000[b]
	Residual	28.839	143	.202		
	Total	46.593	144			

a. Dependent Variable: AverageEmpEngagement

b. Predictors: (Constant), AvgLeadership

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Inference: Here we may reject the Null Hypothesis, since the significant value (p) is lessthan 0.05 (p = 0.000<0.05) and F value is 88.035. So we may conclude that the relationship is reliable and can be used to make predictions between EmployeeLeadershipand Employee Engagement level. At the 0.05 level of significance, there exists enough evidence to conclude that the drivers of engagement are the predictors useful for predicting employee engagement level; therefore the model is useful.

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.698	.269		6.323	.000
AvgLeadership	.596	.064	.617	9.383	.000

a. Dependent Variable: AverageEmpEngagement

Inference: From the above output, the simple regression equation is:

Employee Engagement(y)

= Constant (A) + B [EmployeeLeadership(x)]

y = 1.698 + 0.596x

The regression equation appears to be useful for making predictions. On examination of the results of regression done on employee engagement level and it is found that the EmployeeLeadershipis significant at 0.05 level (F =88.035, p = 0.000) and hence, this variable is predict the dependent variable employee engagement level. Going by the magnitude of the beta coefficient, it is seen that the EmployeeLeadership is the strongest predictor (p = 0.000; β = 0.617) and the direction of the prediction is as expected by the researcher.

Conclusion:

Organizations are slowly realizing that the employees are the most vital assets for them, they need be very focused and being attentive to ensure that the employee communication, should be increased, so that they able to attain their goals with maximum utilization of human resources.

These above will leads to high productivity level and organizations can be survived and can taste the profitability. Thus, this study supports and revealed that the EmployeeLeadership has significant relationship with the employee engagement level and also it's predicting the employee engagement level in the organizations.

So the organizations and top management has to pay attention on the strategies and tactics and should ensure that it should be improved in near future which will leads to high employee engagement level in their concern organizations.

Suggestions & Recommendations:

(i) Undertake review of existing policies and improve current practices on flexible work arrangements

(ii) Open Communication always helps the organization. the employees' doubts with regard to performance standards and performance expectations must be communicated prior.

(iii) Try to make the job more enriched so that employees can feel a sense of satisfaction and pride in their work.

(iv) Select the candidates who fit the role and train them accordingly and make it as a continuous practice in the organizations, so that the employees never feel inferior to perform their role

(v) Strengthen Career development and Career progression programs in return it help as a energy booster organization to retain their employees

(vi) Recognize the employees. Appreciating the skill and performance acts as the energy booster to the employees and induces them to achieve higher performance standards
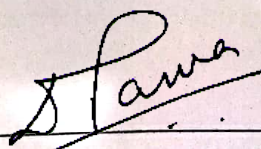
Limitations of the study:

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(i) The sample size was restricted to 145 employees and hence the results may have a degree of variation.

(ii) Time constraint was one of the major limitations of this research as the employees seemed to have lack of timing to fill up the responses.

(iii) The study was limited to geographical boundaries of Mumbai.

(iv) The findings of the study are solely based on the information provided by the respondents.

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