A DETAILED STUDY OF THE IMPACT OF EMPLOYEE ENGAGEMENT ON PERFORMANCE AND SATISFACTION LEVEL OF EMPLOYEES AT BAJAJ ALLIANZ PVT LTD

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INTRODUCTION:

Employee engagement is crucial for the well-being of any organization as its leads to strong organizational performance. It is concerned with the issues of dedication of an employee, job satisfaction and organizational behavior. Plaining performance management isn't always easy. It is a dynamic process that is influenced by current trends and new developments in this field. If performance management is not done properly, it can affect the employee's performance, productivity, motivation and engagement among the employees of an organization. It can also cause a lot of disruptions and problems for the managers. Unfortunately, many organizations don't prioritize employee performance management and therefore, they are not experiencing the rich benefits and positive impact that they can have on their organization. When the employees are engaged, they are aware of the organizational goals, and altogether they work toward achieving the same organizational goal that the organization has set for them and ultimately, this benefits the organizations to achieve their longterm and short-term goals. In such cases employees hold a positive emotional connection towards their work and organization. There are factors that suggests how an uninvolved employee can be turned into an involved employee. This study is concerned with identifying the positive factors that contributes toward making an employee as an engaged employee. The key variables describing employee engagement also contributes towards improving the performance of the employees. Employee performance are the achievement and accomplishments made at work. Employee engagement is getting attention as a key determinants of employee performance. Studies suggests that higher level of employee engagement at organization leads to higher quality with regards to employee performance.

This study is concerned with identifying the impact that the engagement of employees with an organization makes to the overall performance of employees at work. Several variables are used to understand the impact of engagement on performance. Assumption is that employee's engagement provides encouragement to employees in order to improve organizational performance also to lower turnover ratio and better health also brings positivity towards work.

One of the most significant considerations is that employee's engagement has sparked the widespread over the interest. It can bring the connect of employees with organization, which can help in identifying and conveying

expectations for each other and ultimately it will lead towards the clarity in communicating and definitely it will provide a clear vision as well as it will build the trust and cooperation within the members of the team and in the organization. Also, in such cases employees strives for the good reputation of the company.

However, these elements explain very well how employee engagement can impact the performance of the employees within the organization.

KEY WORDS: Employee Engagement, Performance Management, Working Condition.

REVIEW OF LITERATURE:

Thakur (2014) "A research paper on the Effect of Employee Engagement on Job Satisfaction in IT sector" carried on a study to determine the effect of employee engagement on job satisfaction and to study in detail about the employee engagement in IT sector. Primary data collected through questionnaire and secondary data are collected through journals, research papers, and books. Cronbach's Alpha test, correlation analysis, regression analysis was used to analyze the data. She concluded that there is positive relationship between employee engagement and job satisfaction in IT sector. **Anitha (2014)** "Antecedents of Employee Engagement and Their Impact on Employee Performance" Carried on a study to identifying key factors that contribute to employee engagement through a wide literature survey and to find the strength of relationship between employee engagement and employee performance. Questionnaire was used to collect the data. Regression analysis was used to validate the model and to find the impact of environment in all its aspects including physical and emotional environment, effective leadership, co-worker relationship results in employee having a healthy engagement with their work and because of this their performance also increases.

Vasani (2019) "To Study on Employee Engagement and Their Impact on Employee Performance" the objectives of this research report were to study the impact of employee engagement on employee performance. To study the factors affecting employee engagement. To study the job satisfaction of employee under the context of employee engagement. Questionnaire was used to collect the data. At last, they concluded that employees are fully satisfied with the overall performance of the company. Employees get the information needed to perform the job. All the factors of Employees engagement are affecting the employee performance in the positive way at the organization. All employees are satisfied with the overall compensation of the organization. Organization can provide the training to all the employees; clearly communicate the goals, strategies, policies to the employees. **Sarangi (2016)** "Employee Engagement and Its Impact on

Organizational Success- A Study in Manufacturing Company, India" carry on a study to identifying the current level of employee engagement and the work-related aspects which need to be improved for the purpose of employee engagement. Questionnaire is used as the tool for data collection descriptive statistics techniques

used to analyze the data. At last, they concluded that the current level of employee engagement and the workrelated aspects need to be improved for the purpose of effective employee engagement. **Dajani (2015)** "The Impact of Employee Engagement on Job Performance and Organizational Commitment in the Egyptian Banking Sector" carried on a study to identify the key delivers of employee of employee engagement within the Egyptian context. A survey questionnaire was developed for collecting the data. Correlation Matrix, regression analysis was used for data analysis. He concluded that organization should actively look forward to fulfill employee's expectation and thus create an important point on the performance of employee which directly affects the organizational performance.

OBJECTIVES:

- To analyse the Employees' Engagement practices in Bajaj Allianz.
- To find out the satisfaction levels of the employees with the current system.
- To evaluate the effectiveness of the Employees' Engagement.
- To determine the problems and solutions provided by Bajaj Allianz during the gap between different departments by creating an alignment through fun activities.
- To find the Employees' Engagement status in Bajaj Allianz and the improvements required for improving the already implemented policies.

HYPOTHESIS

A hypothesis in a scientific context, is a testable statement about the relationship between two or more variables or a proposed explanation for some observed phenomenon. In a scientific experiment or study, the hypothesis is a brief summation of the researcher's prediction of the study's findings, which may be supported or not by the outcome. Hypothesis testing is the core of the scientific method.

- Hypothesis 1 (Ho): There is no significant relationship between employee engagement and employee performance and satisfaction.
- Alternate hypothesis 1 (H1): There is a significant relationship between employee engagement and employee performance and satisfaction.

RESEARCH METHODOLOGY:

Research methodology is a way to systematically show the research problem. It may be understood as a science of studying how research is done scientifically. It is necessary for the researcher to know not only the research methods but also the methodology.

This Section includes the methodology which includes. The research design, objectives of study, scope of study along with research methodology and limitations of study etc.

- SAMPLING: -

Sampling refers to the method of selecting a sample from a given universe with a view to draw conclusions about that universe. A sample is a representative of the universe selected for study.

SAMPLE SIZE: -

Large sample gives reliable result than small sample. However, it is not feasible to target entire population or even a substantial portion to achieve a reliable result. Sample size is the number of items to be selected from population to constitute the sample for the research.

- The study has been conducted at Bajaj Allianz, Noida with a sample size of 50 Employees of Bajaj Allianz.

SAMPLING TECHNIQUE: -

Stratified random sampling technique is used in the survey conducted.

Stratified Random Sampling is a method of sampling from a population which can be partitioned into subpopulations. In statistics surveys, when subpopulations within an overall population vary, it could be advantageous to sample each subpopulation independently.

TOOLS OF ANALYSIS: -

Data has been presented with the help of bar graph, pie charts, line graphs etc.

PLAN OF ANALYSIS: -

Tables were used for the analysis of the collected data. The data is also neatly presented with the help of statistical tools such as graphs and pie charts. Percentages and averages have also been used to represent data clearly and effectively.

DATA COLLECTION

Basically, the data can be classified into two categories i.e.,

A. Primary Data

B. Secondary Data

PRIMARY DATA-

- Primary Data is collected by the questionnaire based on market survey.
- Primary data gives latest information and offers much greater accuracy and reliability.
- There are various sources for obtaining primary data i.e., survey, personal interview, field survey, panel research and observation approach etc.

The primary data are those which are collective a fresh and for the first time, these data are of the original character. These can be collected by

a) Questionnaire.

b) Interview.

c) Observation.

d) Schedules.

A) QUESTIONNAIRE

This method of data collection is most popular and particularly useful in case of big universe. In this method questionnaire is send to the concerned person through mail, with respect to answer and return. It consists of definite number of questions printed in specific order.

The inherited merits of the system are comparatively lower cost and freedom from interviewer's bias.

B) SCHEDULE METHOD

This method of data collection is very similar to questionnaire, with little difference which lies in the fact that schedule (Performa containing set of questions) is filled by researcher, through this method the drawbacks of the questionnaire in form of non-awareness etc. were removed. This method has a benefit of cross examination to find out the truth.

C) INTERVIEW METHOD

The interview method of collecting data involves presentation of oral, verbal, stimuli; and reply in terms of oral, verbal responses. This is done personally by the researcher for conducting intensive study. In this structured and non-structured interview were are conducted as per needs and desires of the situation.

Types of interviews:

- **Personal interview –**

  In the personal interview process the interviewer needs to put pre-planned questions and has to record responses obtained. This interview technique is done at personal level (face-to-face) and is expensive. An example of personal interview is the one taken in case of recruiting or hiring personnel in various companies.

- **Telephone interview –**

  The telephonic interview is done when less information is needed. It is conducted in place of personal interview. It is an economic method. It is suitable to use telephone interview, when there is a need to know about the telecast of information shortly after release in radio or television mediums.

- **Mail Interview –**

  In mail interview structured questionnaire is sent through a mail with set of instructions attached to it, where the respondents are free to fill it as per their comfort and free time. this interview is more flexible than any other kind of interview. Here, the structuring, pre-testing and compiling of questionnaire of such interviews has to be done with more care as compared of the personal interview.

- **Panel Interview –**

  As the name suggests, a panel job interview is where a candidate is interviewed by a group of interviewers. In most cases, they have been on their own with the panel, particularly if it's for a senior position, but in other scenarios there could be several candidates and interviewers all in the room at once.

D) OBSERVATION METHOD

Another technique for gathering primary data is observation. When the researcher records information about a person, organization, or situation, without making any personal contact, it is known as "observation method". In this the researcher or the field executive observes the activity of the concerned person or organization, to draw a pattern of behaviour or response to a particular incident. Sometimes, an artificial environment is created to collect the actual responses of the participants.

SECONDARY DATA-

Secondary data are those which have already been collected by someone else, and which have already been passes through statistical processes. Those data are collectedly printed reports, journals, personnel reports, organizational data's, letters, diaries, bibliography, autobiography, newspapers, internet, articles etc.

- Textbooks
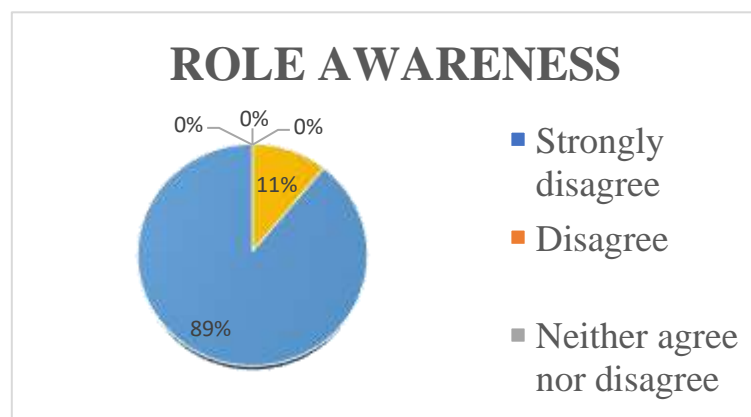- Journals
- Newspapers
- Internet/websites

Primary data sources which were used are as follows:

- Questionnaire method
- Personal interview technique.

DATA ANALYSIS AND INTERPREATION:

1) Are you clearly aware of your role in this organization?

Aware	Percentage
Strongly Disagree	0%
Disagree	0%
Neither Agree nor Disagree	0%
Agree	11%
Strongly Agree	89%
Total	100%

INTERPRETATION

100% of employees aware of their role in BAJAJ ALLIANZ. It means every employee of BAJAJ ALLIANZ aware about their job what they have to do actually.

2) Does the mission/purpose of your company make you feel that your job is important?

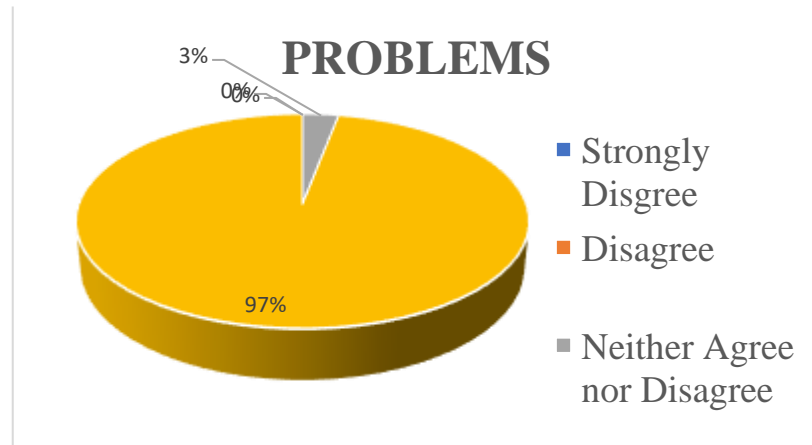| Aware	Percentage
Strongly Disagree	0%
Disagree	0%
Neither Agree nor Disagree	0%
Agree	18%
Strongly Agree	82%
Total	100%
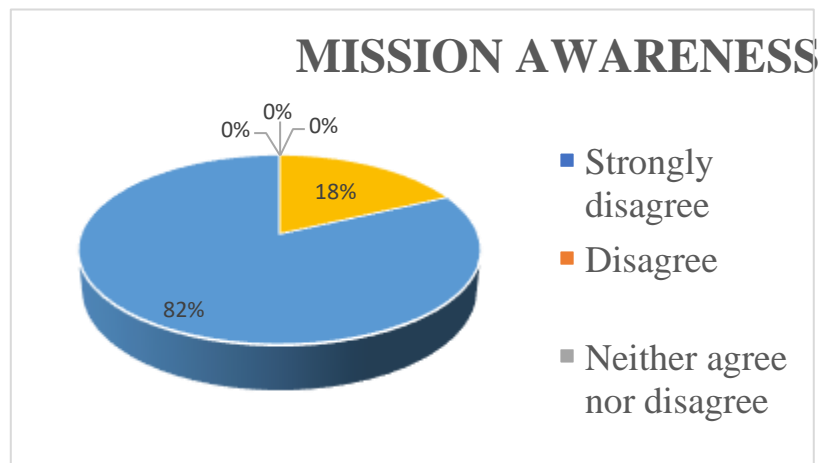
INTERPRETATION

100% of employees feel that according to mission and purpose of the company, their job is important for the company as well as for themselves.

3) Do you feel the organization's problem as your own?

| Feel	Percentage
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	0
Agree	3
Strongly Agree	97

PROBLEMS

INTERPRETATION: -

100% of employees feel that organization's problem as their own. This shows that every employee of this organization is fully dedicated and loyal to the company.

4) Do you have opportunities at work to learn and grow?

Feel	Percentage
Strongly Disagree	0
Disagree	10
Neither Agree nor Disagree	20
Agree	0
Strongly Agree	80

OPPORTUNITIES AT WORK
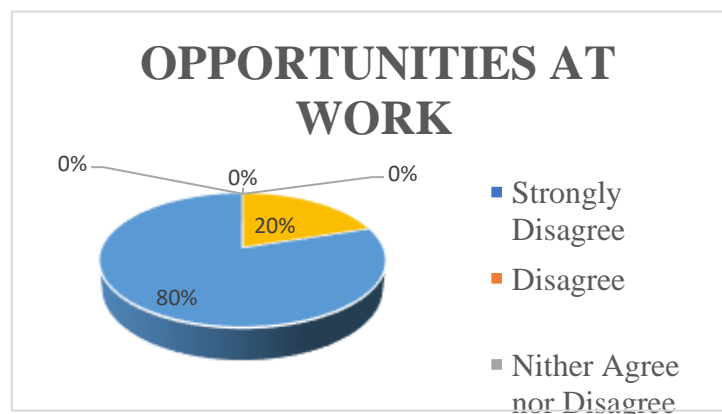
INTERPRETATION: - 100% of employees think that they have opportunities at work to learn and grow. It means company help their employees to learn and grow in future for self-development.

5) Do you feel company treat equally to all employees?

Feel	Percentage
Yes	95%
No	5%
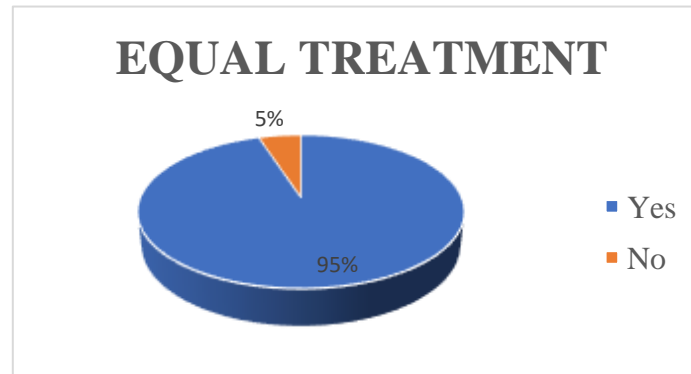
INTERPRERATION: - 70% of employees feel that company treat equally to all employees. Whereas = 20% of employees feel that company do biasness among skilled and non-skilled employees. And treat good to those employees who are concern with union.

6) Do you feel that your colleagues are supportive?

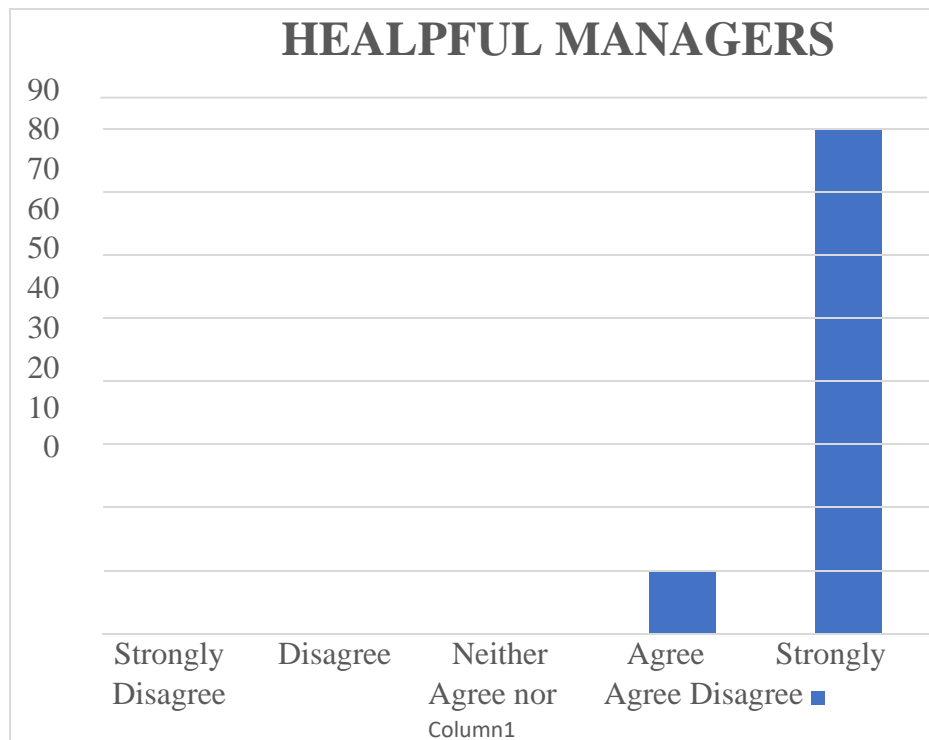| Feel	Percentage
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	5
Agree	0
Strongly Agree	95
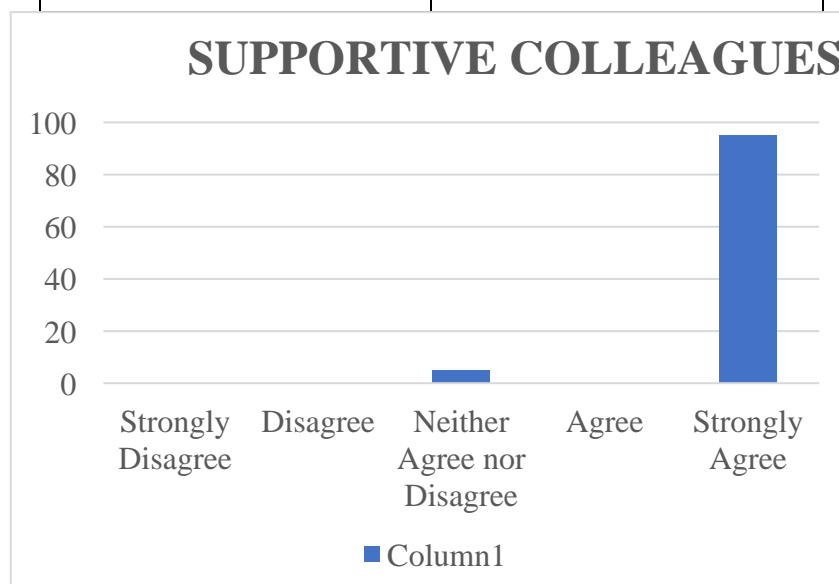
INTERPRETATION: -

95% of employees feel that their colleagues are supportive and 5% are neither agree nor disagree.

7) Do you feel that your managers are helpful?

| Feel	Percentage
Strongly Disagree	0
Disagree	5
Neither Agree nor Disagree	5
Agree	10
Strongly Agree	80

INTERPRETATION: - 80% of employees feel that managers are helpful and 10% of employees feel that managers are not helpful. It means maximum employees have healthy relationship with managers.

8) Do you feel that your supervisors guide when you needed?

| Work	Percentage
Strongly Disagree	0
Disagree	10
Neither Agree nor Disagree	0
Agree	20
Strongly Agree	80

SUPERVISOR'S GUIDANCE
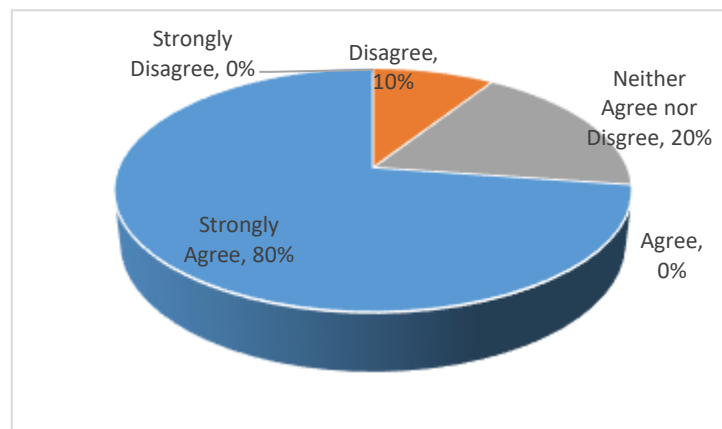
INTERPRETATION: 80% of employees feel that their supervisors or superiors guide them when they needed. And 10% of employees feel that they are not good guide. They can work with their own mind. They don't need any help from supervisors and superiors.

9) DO you enjoy small group activities (SGA) carried out in the organisation?
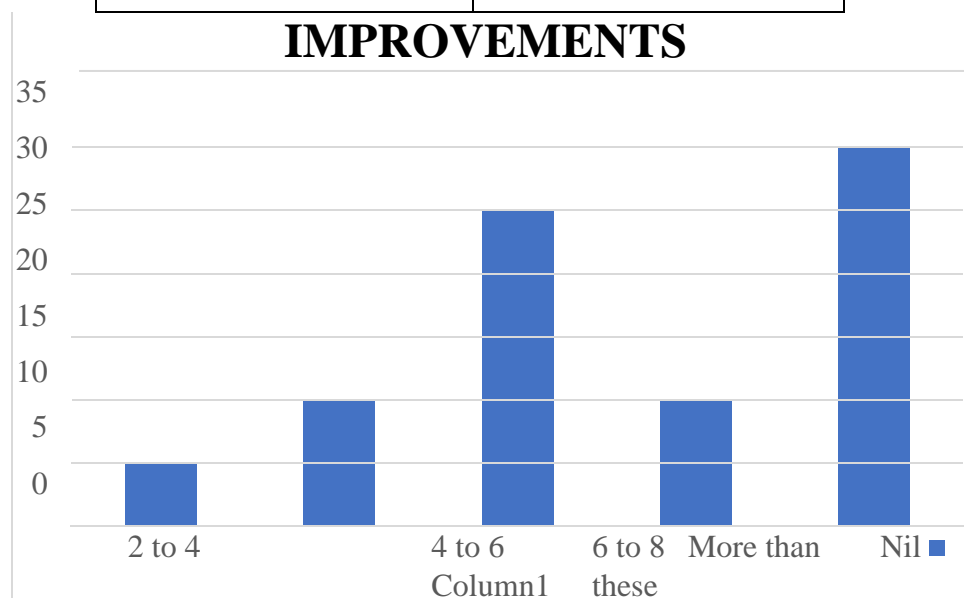
Feel	Percentage
Yes	70%
No	30%
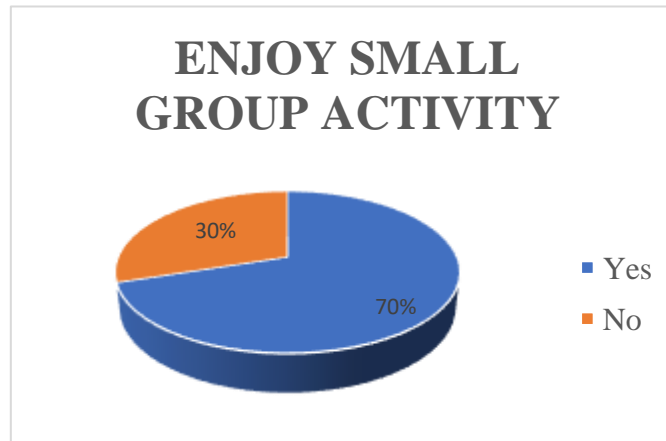
INTERPRETATION: - About 70% of employees enjoy Small Group Activity (SGA) whereas 30% are disagree to it. It means 30% of employees do not enjoy or take part in small group activity carried out in the organization.

10) How many improvements in Bajaj Allianz are contributed by you yearly?

Feel	Percentage
2-4	5%
4-6	10%
6-8	25%
More than 8	10%
Nil	30%

INTERPRETATION: - 5% of employees give 2-4 suggestions yearly. 20% gives 4-6, 25% gives 6-8, 20% gives more than 8 suggestions, and 30% gives no idea. It means 70% of employees are of creative mind and rest 30% are busy in their job not any extra activity.

11) Do you think Bajaj Allianz supports employee engagement activities?

| Feel	Percentage
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	5
Agree	15
Strongly Agree	80
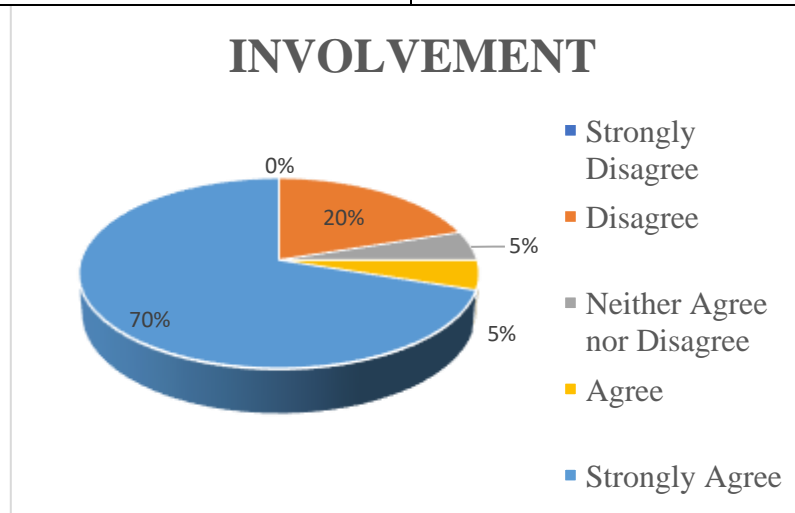
INTERPRETATION: About 15% of employees don't think that the company is a part of involvement. And 65% think it is the part of involvement. It means 80% of employees give importance to involvement whereas rest 20% think it is unnecessary thing.

12) Do you think quality circle tools are problem solving tools?

Feel	Percentage
Strongly Disagree	0
Disagree	0
Neither Agree nor Disagree	5
Agree	15
Strongly Agree	80

QUALITY CIRCLE TOOLS ARE

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree
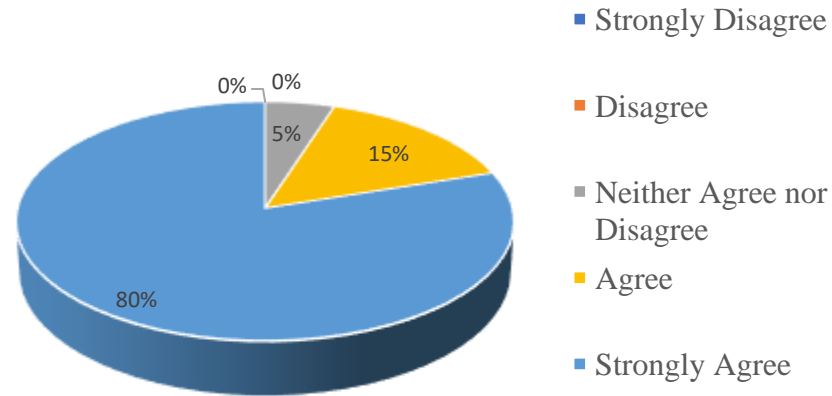
INTERPRETATION: - About 80% of employees think quality circle tools are problem solving tools where as 5% of employees neither agree nor disagree. 85% wants their workplace good.

SUGGESTIONS AND RECOMMENDATIONS:

○ Supervisors and Managers should meet at regular intervals with the employees to discuss about the improvement in the company, at work place and in their living of standard, family problems etc.

○ Gap between managers and the employees should be reduced by raising the level of engagement. For example: by conducting extra co-curricular activities like social and cultural programs.

○ Very few employees feel that their ideas or work aren't being recognized / appreciated. So, they can be encouraged by giving importance to their ideas.

○ Create good and healthy environment at work place by increasing interactions, credibility, confidence etc.

○ Some of the employees find their job boring and monotonous. Encourage them to take part in the job rotation, job enrichment and other activities being carried out in the organization.

○ Conduct more of employee engagement activities like mentorship programs, collaborations, cross trainings, fun work day etc.

CONCLUSION:

- According to the analysis of data on employee engagement activities, it is concluded that there is a significant relationship between employee engagement and employee performance and satisfaction. Most of the employees working in Bajaj Allianz agree to the fact that employee engagement activities should be done from time to time.

- By participating in various engagement activities, they are able to form a connection with the organization that makes them feel an important part of it and makes them feel satisfied.

- Employees in the organization not only actively show participation in the on-ground activities but also participate in the online contests that happen through company's intranet.

- Through the coffee sessions with the leaders in the organization are very knowledgeable and interactive and helps them knowing their organization better, however most of the employees feel that they should happen on a large scale so that each and every employee gets a chance to attend them.

- When talked about the company's intranet, it was observed that the majority wanted to have an open blog like Facebook where they could connect with the employees in the organization and simultaneously form groups and share their personal experiences.

- Through the activities done in the organization employees are encouraged to work with greater efficiency and obtain maximum satisfaction that motivates them to continue with the organization.

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