

## The Impact of Employee Engagement on Organization's Productivity on United Methods on Relief Services

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### **Abstract**

*Employee engagement has arisen as a widespread organizational perception in current years. It is the level of strength of mental and emotional connection employees feel toward their workplaces and its values and beliefs. When employees are engaged and aware of the business framework and work as a team to improve performance within the job for the advantage of the organization. Employee engagement resourcefulness has a straight effect on the organization's level of production. Every company/ organization requires their workers to be engaged in their respective work. Employee engagement is linked to customer satisfaction which is connected to an organization's financial success. Engagement arises when adequate individuals give attention to performing good work and care concerned about what the company is thriving to attain and in what way it is an accomplishment. This helpful mentality and behavior only arise once people get satisfied with their jobs they do and are convinced that the organization supports them, with an effective HR manager. This paper covers a literature review from several study findings and practices employed by the use of an expressive research method. It schemes the effect of worker's engagement on the productivity of the organization. It also showcased the factors affecting the worker's assigation and organizational results.*

**Keywords:** *Employee Engagement, Organization, outcome, Productivity, Retention.*

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### **Introduction**

Over the past years, many writers have written on the topic 'Employee engagement. Employee engagement is referred to a result of how staff take their work, the leadership of the management of the organizations, the rewards and recognition they get, and the communication style of the organization [1]. It is arguably the most critical metric for organizations in the 21st Century. Employee engagement is rightly impacted by the progress of the organization's value added practiced by personnel and personnel perception of the organization. Human Resource experts believe that the engagement has more to do with how the employees feel about their job experience and how they are treated in the organization. It has more to do with sentiments which are basically linked to drive bottom line accomplishment in an

organization. Employee engagement inventiveness has a direct effect on the organization's level of production. The idea of engagement has logically progressed from past studies on high empowerment, involvement, motivation, trust, and organizational commitment.

The key factors in engagement are alignment of employees toward strategy, enabling employees to have the capability to engage themselves; and creating a sense of engagement. The many-sided nature of workers engagement is fit taken by the Employee engagement Association at United Methods on Relief Services. The researchers say that: 'fundamental to the concept of employee engagement is the idea that all employees can contribute to the successful functioning and continuous improvement of organizational processes. All in all, employee engagement is

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about generating prospects for personnel to link with their managers, colleagues, and the broader organization. It is about creating an environment where employees are motivated to connect with their work and care about doing a good job’.

## **Materials and Methods**

The population of the study consists of employees and managers of the United Methodist Committee on Relief organization. They are in full-time employment. The rationale behind the selection of this sample is the high exposure of the respondent at a managerial level. Since the staff may be viewed as the drivers of the organization and the country’s economy, their perceptions may be deemed very influential and informed due to their strong work experience and educational background.

## **Questionnaire Development**

A questionnaire was developed from the literature study and selected employees to indicate the importance of the 10 employee engagement constructs by answering 15 measuring criteria in relation to employee engagement in the Organization. The questionnaire employed a 5-point Likert scale to show the insights of the respondents’ employee engagement. Although the 10 constructs depict specific employee engagement components, the synergetic effect provides a coherent picture for data collection when they are interpreted together.

## **Data Collection**

The data collected for this study was through a survey, which is the technique of gathering data by asking a set of articulated questions in a programmed order in an organized survey form to illustrate individuals drawn so as to be representative of a defined population [2]. A total of 15 questionnaires were administered independently by this study to respondents for completion. In the bid to guarantee high response frequency, interviewees could finish the survey forms at the start of the meeting, where the researchers enlightened them on the

importance of the study to wait beforehand for survey forms to be finalized. A total of 15 questionnaires were completed and 3 questionnaires were incomplete resulting in a non-response of 3 questionnaires. This gives rise to a total rate of response of 86.6%.

## **Data Analysis**

The Statistical Package for the Social Sciences Incorporated (SPSS) Version 22 was used to analyze the data statistically. Similar research in the past successfully employed the following statistical procedures and decision criteria [3].

## **Exploratory Factor Analysis (EFA)**

Because of its experimental nature, loading factors of 0.4 and more were measured to confirm the stuff that quantify each of the personnel achievement effects [4] (Objective 3). The Kaiser- Meyer-Olkin (KMO) measure of sampling adequacy was utilized to ensure that the sample used is adequate. Various authors have proposed that a KMO rate of 0.6 ought to be the least suitable rate if experimental factor analysis is taken into consideration. These values are observed to be average, while additional satisfactory rates are between 0.7 and 0.8. rates between 0.8 and 0.9 are very promising values above 0.9 are superb) (Objective 4). This study followed advice from the literature and set a maximum value of 0.005 [4]. Data lower than 0.005 portrayed that the figures are suitable for multivariate statistical analysis, therefore, exploratory factor analysis (Objective 5). The variance clarified by the factor analysis aids as an indicator to control the importance of each of the constructs to measure employee engagement (Objective 6). A variance of 60% and higher is a good fit to the data. This study aimed to achieve a good fit for the data, aiming to achieve 60% of variance per factor. Satisfactory reliability coefficients exceed 0.70. Secondary lower consistency coefficient was set at 0.58. As highlighted by some authors, such as Cortina, that when ratio and interval scales are used (such

as the Likert scale used in this questionnaire), it does permit a lower reliability coefficient (Objective 7) [5].

### Statistical Validation

Each employee engagement construct was authorized by calculating the KMO values, Bartlett’s tests of sphericity, the variance clarified by the specific construct in the factor investigation, and the exact construct reliability. Furthermore, determining standards by a factor of loadings below 0.40 were left out from the analysis, while robust double loading standards were also left out due to their double nature [4, 6]. This technique also measures the criteria loads as one factor, meaning that the measures are a specific construct. In the situation where many factors are identified, the sub-factors are recognized and branded as separate sub-factors of the exact employee engagement construct.

## Results

### Results of the Reliability Assessment

As stated earlier, the reliability assessment for the entire survey was 0.83. Results of the reliability assessment for the entire survey instrument indicated that the Cronbach’s alpha for each section of the questionnaire was between 0.78 and 0.85. Therefore, the four segments of the study are all higher than the 0.70 required to establish reliability and are at an acceptable level of reliability [7]. Results for the 15 specific questions to the research question are shown in Table 1. Once again, the results are all greater than 0.84, with the engagement section being 0.71, the communication section 0.81, the leadership section 0.71, and the Loyalty section being 0.80.

**Table 1.** Reliability Assessment

| Type                | Number of Items | Alpha |
|---------------------|-----------------|-------|
| Employee engagement | 5               | 0.84  |
| Communication       | 5               | 0.81  |
| loyalty             | 5               | 0.80  |
| leadership          | 5               | 0.71  |

### Descriptive Statistics

A total of 10 questions were asked of the respondents regarding various factors that contribute to their level of engagement to the organization. The questions were divided into four sectors through the design procedure of the survey tool and they include; Employee engagement, Loyalty, Communication and Leadership. All but one category of responses was organized on a 5-point Likert scale (1-strongly disagree, 2-disagree, 3-Neither disagree nor agree, 4-agree, 5-strongly agree). Demographics were compiled to show means, standard deviations, and frequencies for each.

The respondents ranked “Employee Engagement” as the highest section related to their level of engagement (M = 3.87). Interesting

to note, within the top-ranking section of “Engagement of Employees”, the number one ranking item was specifically related to those who have the materials and equipment they need to do their work (M = 4.1, SD-0.84). The Communication” section ranked second in the results with a mean of 3.81, while “Loyalty” with a mean of 3.80. Finally, the lowest ranking item in the lowest-ranked section of “Leadership” with a mean of 3.71 was the question. My manager keeps me up to date on meeting my objective or goal and is the least scoring factor (M= 3.69; SD = 0.84). By examining the preliminary outcomes, it is apparent that Engagement of workers and communication does have a substantial influence on Employee Engagement [8].

Employee Engagement is the emotional and intellectual involvement and commitment by personnel to the organization. The personnel actions are quantifiable at the work group level and not at the distinct level. Several scholars such as Rothbard believe that engagement is an important factor in business performance influenced by how the business is conducted [9]. Critical components include the role of leadership, the culture and ecosystem in the organization created through the policies, processes, communication mechanisms, and overall business practices. They believe that engagement prompts an employee to focus on the organizations' success and how he/she can best contribute to that success. They enjoy what they do and feeling valued for doing it.

### **Communication and Employee Engagement**

It has been asserted that communication is a very significant variable in conveying a larger organizational effectiveness [10]. Similarly, other scholars also agreed with the significance of communication and the effect of management's communication on performance [11]. Intuitively, this only makes sense as one needs to have access to information, knowledge and training to meet expectations and performance objectives. The initial research findings from this study further support these theories with leadership, communication and employee loyalty having at least a 0.70 correlation to engagement. The engagement has been defined as consisting of relationships and process of communication that engage the employees while suggesting many researchers have overlooked the relationship between communication as a dimension of engagement [1].

Furthermore, the findings support previous work on organizational commitment in one's desire to continue within an organization due to psychological affection [12].

### **Leadership and Employee Engagement**

Ten leadership qualities essential to employee engagement had been identified, and intent to stay with communicating effectively being ranked third and developing talent and coaching employees as sixth [13]. These results would support Kahn's management style theory and provide feedback and development opportunities being related to one's level of engagement [14]. This was also confirmed with managers' communication being ranked number one in the work activities construct, which was the highest-ranking component of the overall engagement.

One previous study revealed primarily that direct communication between the senior leadership and employees is strongly related to employee commitment and engagement [15]. More recent business trends suggest that employees want their leaders to be open and honest about the company details. They expect their leaders to be mentors and give them feedback. They also need leadership to motivate, encourage and generate a desire for the work, including face to face communication about the company's objectives, growth, and impact [13, 16, 17].

In the present study, leadership's communication and engagement correlation was 0.78, indicating a strong relationship between the two. The four key areas of effective leadership communication had been identified as purpose clarity, effective interfaces, information sharing, and communication behaviour [18]. In comparing the communication items of the study to these four areas, the factor analysis results further substantiated the importance of effective leadership communication relative to engagement. This includes the need to provide clear direction and information about business goals and objectives. The role of communication by management and senior leadership is also significant regarding one's level of commitment

to the organization, with the role of the immediate manager being critical to building overall engagement. This research study also supports strong co-relation of leadership and employee engagement where employees appreciate their managers keep them informed about how well each employee meeting their goals/objectives (Mean-3.79); Giving them useful feedback on their performance (Mean-3.94); provide them clear direction for the future of the organization and their function (Mean-3.72).

### Discussion

This study demonstrates that employee engagement has a major impact on both, staff performance and overall organization performance. This influence is positive and critical in a sense the organization’s productivity will go very high while the employees are happy to deliver results. This answers the research question, which states that “what is the impact of employee engagement on an organization’s productivity?” This finding is surprising considering the ubiquitous nature of employee-manager’s relationships stemming from concerns about the deteriorating quality of productivity in some companies across the whole world. At present, the personnel’s engagement, had been defined positive performance attitude, which can amount in an improved level of activation and identification with the organization’s goals- leading to a

positive effect on the employee's work determination, is measured as one of the main questions concerning the work of all organizations which is not for in developed economies alone [20]. Employee engagement in this context is about how we create the conditions in which employees offer more of their capabilities and potential. Indeed, most managers had a general understanding that the most significant impact that their businesses have on the employee’s engagement.

Finding from this study have several practical implications that have relevance to both organizations and employees. It implies that for sustainable business practices to become more common across the business world, which is the biggest polluter nationally and globally, employees must be involved in all affairs of the organization to and not be allowed to feel left out. The positive association between the two variables means the more we have of the independent variable–employee engagement, the more we will have of the dependent variable–loyalty.

### Figures and Tables

Correlation analysis of employee engagement and manager’s perception produced a Person’s correlation coefficient of 0.811 and a significance of 0.000 at 0.01 confidence level, indicating that there was a positive and significant correlation between the two variables that deserved further investigation (Table 2).

**Table 2.** Correlation Analysis Results

| <b>Correlations</b>            |                     |                                       |
|--------------------------------|---------------------|---------------------------------------|
| <b>Environmental education</b> |                     | <b>Sustainable business practices</b> |
|                                | Pearson Correlation | .811**                                |
|                                | Sig. (2-tailed)     | .000                                  |
|                                | N                   | 40                                    |

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

A model summary indicating r values showed that employee engagement is a strong predictor of organizational practices at 65.8%, meaning

that if a manager has engaged employees at all levels in the organizations business, they are 65.8% likely to be motivated practices (Table 3).

**Table 3.** Model Summary Results

| <b>Model Summary</b>                |          |                 |                          |
|-------------------------------------|----------|-----------------|--------------------------|
| <b>Model</b>                        | <b>R</b> | <b>R Square</b> | <b>Adjusted R Square</b> |
| 1                                   | .811     | .658            | .643                     |
| a. Predictors: (Constant), Planning |          |                 |                          |

A regression coefficient analysis yielded significant p values of less than 0.05 significance

level, enabling the formulation of a regression equation indicated in table 4.

**Table 4.** Coefficient Analysis Table

| <b>Coefficients</b> |                                    |                   |                                  |          |             |
|---------------------|------------------------------------|-------------------|----------------------------------|----------|-------------|
| <b>Model</b>        | <b>Unstandardized Coefficients</b> |                   | <b>Standardized Coefficients</b> | <b>t</b> | <b>Sig.</b> |
|                     | <b>B</b>                           | <b>Std. Error</b> | Beta                             |          |             |
| (Constant)          | .832                               | .319              |                                  | 2.243    | .023        |
| Planning            | .763                               | .071              | .811                             | 9.102    | .000        |

a. Dependent Variable: Implementation

## Conclusions

After reviewing the various research and survey findings of employee engagement, it can be concluded that high levels of employee engagement will lead to improved employee commitment & involvement towards job and consequently forming inspired personnel, who will work to attain the common organizational goals.

Attaining workforce experts is not enough in today's evolving economy like this one; rather many need to be done to hold, contain, and make employees dedicated to the organization and its goals. Therefore, engagement is a situation in which a person is not only intelligently devoted to his work but has countless emotive attachment with his job that goes beyond the duty call such that it's also beyond the Company's interest. All organizations should equip their staff with enough facilities and autonomy over their work to make it more exciting, providing an

environment work-life balance. The organizations should apply retention strategies as an outcome area of the Human Resource concentration areas like staff enthusiasm, career development, growth, and compensation. Hence, working in a friendly environment to increase engagement level of an employee for higher productivity.

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## Conflict of Interest

The author declares no competing interest. The study was carried out for the sole purpose of generating new information on employee engagement. There is no individual or organization played any part that could influence the study outcomes.

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