

ROLE OF EMPLOYEE ENGAGEMENT AND EMPLOYEE PERFORMANCE WITH REFERENCE TO COMPETENCY AND COMPETENCY MAPPING

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Abstract

Attracting and keeping talented, creative, experienced workers has become a vital issue in today's market. There is strong evidence to show that what workers desire in their jobs is a combination of concrete and intangible components that foster an environment where their contributions are valued, where individuals can grow and engage, where the organization's leadership supports their gifts, and where they are suitably recognized and rewarded. A firm must measure employee engagement to make informed decisions about how to develop its employees' workplace culture or experiences. Strategic management is responsible for fostering employee engagement and commitment, including the company's vision and mission. This essay investigates how an organization's image affects its employees' motivation and productivity. The study examined how employees' perceptions of the organization's idea relate to their investment of effort into their jobs, affecting employee engagement (EE) and performance.

Keywords- Employee Performance, Employee Engagement, Workplace, Contribution, Competency and Competency Mapping

INTRODUCTION

The dynamic business environment has made it difficult for many firms to engage their workforce successfully. Current research has examined different personal, Factors relating to the job and the company that either directly or indirectly affect employee engagement (EE). Corporate image, one of the interesting organizational-level elements, has yet to get much attention in the research up to this point.

Furthermore, it is undeniable that people's perceptions and psychological experiences contribute to developing the psychological frameworks required to promote the process of company participation. The mismatch between an organization's expectations and those of its people causes disengagement, which in turn causes subpar performance from its workers (Akgunduz et al., 2015).

Employee Engagement and Employee Performance:

The most important metric for firms in the twenty-first century is employee engagement. The organization's growth, value addition perceived by employees, and employee opinion of the organization all directly impact employee engagement. HR professionals think that employee attitudes toward their work experience and how they have been treated within the firm play a significant role in the engagement dilemma. It has a lot to do with feelings, which are intrinsically connected to what makes a firm succeed financially (Li & Sandino, 2017). Employee engagement initiatives directly impact the productivity of the organization. The idea of engagement has logically developed from earlier studies on strong involvement, empowerment, job motivation, organizational commitment, and trust (Kim, 2017).

The effectiveness of the organization's human resources, one of its resources, is crucial to the achievement of its goals. A company's success is based on the productivity of each employee and the overall growth of its human resources. Performance improvements for these employees are profitable for the company, and the people affected. Because excellent performance has the potential to boost a worker's career. A leader's style is one of the most critical factors affecting how well workers perform (Kumar et al., 2018). A leader's style is a crucial factor that affects how well workers perform at work. Leadership style is a leader's capacity to direct, influence, motivate, and manage followers to increase their awareness and volunteerism to accomplish a specific objective. A company's or organization's leadership influences whether it will prosper or fail. A practical leadership approach will impact how successfully the company or organization manages challenges and change. Effective leadership is significantly impacted by a leader's personality, which is influenced by their abilities (Kim et al., 2017). Workplace discipline is the capacity to carry out applicable laws and an attitude of respect, compliance, and obedience. It will be held accountable and will not get away with it if it disobeys the duties and power delegated to him. Through employee restraint and constant application, work discipline reveals the work team's sincerity inside a company.

Competency and Competency Mapping:

Competency means the talent and skill set possessed by an employee to fulfill any work, however, competency mapping means whether an employee possesses exactly the required skills for fulfilling that task. In other words, "competency mapping is the process of determining the skills, behaviors, abilities and knowledge a job title requires". Mapping the competencies to the job is a technical task which requires the inputs such as job description and job specifications. Competency mapping benefits them in many ways such as better employee performance and engagement, streamline the hiring process and increased morale of employees. The process of competency mapping is given in Figure 1.



Source: www.indeed.com

Figure 1: Process of Competency Mapping

LITERATURE OF REVIEW

Salmela et al. (2018). After reviewing the results of the various studies and surveys on employee engagement, it is clear that high levels of employee engagement will result in improved employee commitment and involvement in the workplace and, as a result, create a motivated workforce that will cooperate to achieve the organizational goals. In today's dynamic economy like ours, hiring skilled labor is not enough; much more must be done to keep them engaged and motivated to support the organization's objectives. Therefore, engagement may be defined as a condition in which a person is not only emotionally involved but also intellectually committed to his or her work, going beyond and beyond the call of duty to serve the company's interests.

Alessandri et al., (2015) The effectiveness of an organization are influenced by performance management, work environment, employee competency, and employee motivation. Learning and development, inspiration, and workplace environment all affect employee performance. Employee performance impacts organizational performance through channels including employee competency, training and development, and work environment. However, the relationship between motivation and the organization's performance cannot be mediated by employee performance.

Alessandri et al. (2018). The study adhered to strict research methodologies when presenting some of the most important empirical evidence to support the extrapolative validity of the suggested dimensions of employee performance. A measure of employee performance established by the instrument was validated in the context of the manufacturing and service industries in India. A measure of employee performance has seldom been the subject of

empirical investigation. By incorporating the material currently accessible on the topic and consulting subject matter experts, we have attempted to construct a tool for performance management. The standard development processes for instruments were adhered to. The article offers several implications and future lines of inquiry for academics and business professionals interested in examining how employee performance affects HR effectiveness.

Van Wingerden et al. (2017). This study suggests that internal training creates employee growth, which would benefit an organization's expansion. Everyone wins when a business or organization supports its employees' learning and professional development. It offers an environment where people may develop, gain wisdom and experience, earn respect, and make wiser judgments, which will increase their motivation and enhance the efficiency of their organization. Improved productivity because of staff training and development contributes to the business's expansion and higher employee satisfaction. Training and motivation are both necessary for employee growth. The effects of training are internal and manifest over time on their own.

Bailey et al. (2017). This study aimed to identify the leadership, motivation, work ethic, and employee performance at PT. Trakindo Utama Pontianak as well as the simultaneous and partial effects of these styles on employee performance. Survey research is the method of choice for this study. Primary data are employed, and data gathering methods include observation, questionnaire, and literature review. Fifty people work with PT. Trakindo Utama Pontianak makes up the research population. The census method uses a sampling technique. SPSS was utilized to assist with the analytical tool. Data analysis methods included the path analytical method, correlation testing, determination testing, simultaneous testing, and partial testing.

Ahbabi et al., (2017) The study has limitations that can be addressed in follow-up research, despite the results being consistent with the developed theory. Since the research is cross-sectional, there may be few conclusions on causality. Nevertheless, there was solid theoretical and logical support for assuming causal ordering, and this was reflected in the statistical analysis. The study's sample is one of its drawbacks. A purposive sample from various industries in various regions of the country was used for the study. When the study is carried out across industries, purposeful sampling is an intelligent choice to investigate to generalize the findings.

Bozionelos and Singh (2017) found that the correct antecedents for enhancing the performance level of a workforce are what academics and practitioners continue to concentrate on. The study's empirical findings demonstrated the positive impact of promotion opportunities on employees' performance levels. Similarly, to this, employee advancement opportunities have an impact on how engaged individuals are with their work in the organization. Employees are inspired to contribute more to the organization when they discover opportunities for seamless positional growth. Employee performance is also strongly influenced favorably by employee engagement.

Dhir and Shukla (2018). The article thoroughly analyzes the corpus of research and presents the findings of studies on the relationship between employees' many performance areas and

involvement. The study's goal is to review earlier research based on how it was arranged and classified, pinpoint knowledge gaps, and suggest a future research agenda. The paper synthesizes these findings and discusses the ramifications for both academic and practical settings. The review's findings show that a statistically significant relationship between employee engagement and several performance categories and subcategories was confirmed in most peer-reviewed articles. Declining work performance could be an effect of this issue. It is essential to understand the concept of work involved and what it means for workers and employers. The study on the connections between employee satisfaction and several performance areas is presented in the article. It is a systematic evaluation of the body of knowledge.

Gupta et al. (2018). Each employee should be respected for any potential contributions. Employees need to understand how much their contributions matter and how they significantly benefit the firm. We must excel at attracting, inspiring, and keeping talent due to the talent competition. Employees today believe they are given positions that break up the routine and make them appreciate their time working for a company. Benefits offered by the company have motivated and committed them to work for its expansion and growth. To a considerable extent, the company should offer all the individualized services to the workers and encourage them as much as possible to give their best effort.

Karanika et al., (2015) This study evaluates the value of information sharing in the process while examining the impact of management resourcefulness on the provision of high-quality services. This review utilized the theory of learnt resourcefulness as its guiding model. Employing resourceful managers who can think critically, demonstrate a willingness and enthusiasm to change such circumstances for the organization, and who won't become demoralized and withdraw in the face of a challenge will help organizations succeed by providing excellent customer service. Adopt a flexible mentality to help the organization adjust to these events, trends, and changes in the business environment. This will also help the organization realize what might inspire it to flourish. Give customers the power to decide what changes are most important to them so that management may better understand their needs and provide solutions that will enhance these customers' user experiences. Give people a long-term reason to act in a way that increases productivity and fosters organizational growth through successful collaborations.

Objectives

1. To identify different factors impacting employee engagement.
2. To ascertain elements impact employee performance at work.

METHODOLOGY

The study is empirical in nature. The number of participants was 177. Structured questionnaires were used to collect data. To identify outcome of the Mean and t-test were applied. The sampling method was convenience sampling.

Outcome

Table 1 displays Respondent's gender, male respondents are 61.02%, and females are 38.98%. Looking at the Age, 22 to 26 years are 26.55%, 26 to 30 years are 44.63%, and more than 30 years are 28.82%. Regarding Work Experience, Less than 1 year is 24.29%, 1 to 3 year is 18.64%, 3 to 5 years are 32.20%, and More than 5 years are 24.87%. With reference to Departments, HR departments is 34.46%, managers are 27.68%, and senior managers are 37.86%.

Table 1: Respondent's Demographic Details

Variable	Number of respondents	Percentage %
Gender		
Male	108	61.02%
Female	69	38.98%
Total	177	100 %
Age		
22 to 26 years	47	26.55%
26 to 30 years	79	44.63%
More than 30 years	51	28.82%
Total	177	100 %
Work Experience		
Less than 1 year	43	24.29%
1 to 3 years	33	18.64%
3 to 5 years	57	32.20%
More than 5 years	44	24.87%
Total	177	100 %
Departments		
HR department	61	34.46%
Managers	49	27.68%
Senior Managers	67	37.86%
Total	177	100 %

Table 2: Factors affecting Employee Engagement and Employee Performance

Sr. No.	Survey Statement	Mean Value	T-Value	Sig.
1.	Good career opportunities provided by organization increase level of employee engagement	4.33	18.006	0.000
2.	Effective leadership of management motivate employees for better employee engagement	4.27	17.303	0.000
3.	Employee empowerment in organization encourage employees to get engaged in work and towards the company	4.29	17.855	0.000
4.	Positive and healthy work environment have high impact on employee engagement and their performance	4.11	15.053	0.000

5.	Effective performance management and appraisal keep motivating employees for better performance	4.09	15.025	0.000
6.	Training and development provided by organization improves employee engagement as well as improve their work performance	4.00	13.552	0.000
7.	Salary and incentives as per skills and talents of employees increase the level of employee engagement	3.14	1.915	0.029
8.	High level of job satisfaction at work help employees in improving their performance	4.22	16.764	0.000
9.	Fair and equal opportunities given to all employees as per their competencies increase employee engagement and performance	4.13	15.340	0.000
10.	Selection and recruitment of employees as per the design of job helps employee in maintaining employee engagement and performance	3.21	2.901	0.002

Table 2 shows mean values of the “Factors affecting Employee Engagement and Employee Performance” the first statements of T-test is about opportunities in career “Good career opportunities provided by organization increase level of employee engagement” with the mean value of 4.33, next statement is about leadership style of managers “Effective leadership of management motivate employees for better employee engagement” scored the mean value of 4.27. Third statement is about employee empowerment, “Employee empowerment in organization encourage employees to get engaged in work and towards the company” mean value is 4.29, next statement is about work environment “Positive and healthy work environment have high impact on employee engagement and their performance” it has scored the mean score of 4.11, fifth statement is talking about performance management and appraisal “Effective performance management and appraisal keep motivating employees for better performance” it has mean value of 4.09. Next statement is about training and development of employees “Training and development provided by organization improves employee engagement as well as improve their work performance” having the mean value of 4.00, another effective factor is “Salary and incentives as per skills and talents of employees increase the level of employee engagement” scored the mean value of 3.14, eighth statement is about job satisfaction “High level of job satisfaction at work help employees in improving their performance” the mean value is 4.22. The last two statements are “Fair and equal opportunities given to all employees as per their competencies increase employee engagement and performance” and “Selection and recruitment of employees as per the design of job helps employee in maintaining employee engagement and performance” with the mean score of 4.13 and 3.21 respectively. T-value of each statement of the survey in the context of Factors affecting Employee Engagement and Employee Performance are significant because t-value of statements are positively significant as the value is less than 0.05.

CONCLUSION

Senior executives today give employee engagement a lot of attention. Business executives are conscious that in this rapidly changing market, having a highly effective staff is essential for development and survival. They are aware that in marketplaces for people that are extremely competitive, a highly engaged staff may increase creativity, productivity, and financial performance while reducing hiring and retention expenses. Even while most CEOs are aware of the pressing need to increase employee engagement, many still don't have access to workable solutions to this problem. However, a rising number of best-in-class companies assert that they are gaining a competitive edge by using metrics and procedures to accurately assess and increase the impact of their engagement initiatives on overall company success. For this purpose, companies are required to mentor and sustain high performers with adequate competencies for meeting out the competitive external environment. Hence, the competency-based work culture helps employees in identifying their current competencies and the competencies to be developed through training programmers for achieving the organizational goals.

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