
DO GENDER AND JOB ROLES HAVE A BEARING ON EMPLOYEE PERCEPTION OF EMPLOYEE ENGAGEMENT, EMPLOYEE SATISFACTION, EMPLOYEE PERFORMANCE AND THE FIRM'S PERFORMANCE - AN ANALYSIS

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Abstract

The influence of employee engagement and employee satisfaction on employee performance and the firm's performance is well established. In this paper we seek to find a connection between the gender of the employees as well as the job roles on these factors. The study is part of a larger study on the importance of facilitation of retirement planning by corporate human resources departments for their corporate employees and its implications for the employee and employer. The study has been conducted based on the response to a questionnaire circulated among employees working in various corporates in Pune region. The data in this study is culled from the data of the main study. The study is based on a questionnaire to which 404 respondents who are employees of different companies in Pune had participated.

Keywords: employee engagement, employee satisfaction, employee performance, firm's performance, human resources

Introduction:

Employee engagement and employee satisfaction are getting increasing attention from human resources professionals and corporate managements. Despite this increased attention, employee engagement and employee satisfaction continue to be at relatively low levels as reported by corporates across the globe. In a study as recent as 2013, Aon Hewitt's, report indicated that four out of every ten employees they surveyed were not engaged, and two out of ten were actively disengaged. [1]

Since employee engagement and employee satisfaction have a direct correlation to how an employee performs on the job the need to ensure higher levels of engagement and satisfaction among employees becomes imperative. Employee engagement is also a driver of higher levels of profit and growth [2]. This means that the employees output is far superior when engaged and satisfied.

Since there is comparatively poor employee engagement and satisfaction it would also negatively impact the employee performance as well as the performance of the firms in which these employees work. While there are many research papers and extensive studies on how to increase employee engagement and employee satisfaction, the question that intrigued us is Does gender and job roles having a bearing on the employee's perception of employee engagement, employee satisfaction, individual performance and firm's performance?

Literature Review and Research Gap:

"An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. An engaged employee has a positive attitude towards the organization and its values." [4]. An employee is considered engaged when s/he is passionately involved in the job, the organization and seeks to make

a positive and substantial contribution to the role played at work. This implies as, [3] have illustrated that engagement might indeed help employers to improve or maintain their competitive advantage. “They have stated that engagement has significant relations with in-role and discretionary work performance. Also in terms of task performance, they concluded that an engaged workforce will likely perform their tasks more efficiently and effectively”. Often employee engagement and employee satisfaction are interchangeably used. However there is a fundamental difference between the two. “Employee satisfaction or job satisfaction is, quite simply, how content or satisfied employees are with their jobs.” [5] Employee satisfaction need not always result in employee engagement. However, employee satisfaction could be a critical element of employee engagement. “In any event, it is commonly hypothesized that, whatever the causes, increased satisfaction makes workers more motivated to produce. Given this condition, it should follow that increased productivity can be attained by increasing worker satisfaction.” [6].

Employee engagement and employee satisfaction can lead to improved employee effectiveness. Employee performance refers to the optimum output possible by an individual in the assigned task. It means that given the time and resources, the employee performs to the maximum capability consistently. . Fowler observes that management of performance ensures that a firm is in a position to attain the best outcome [7]. Similarly employee engagement has also been defined as “translating employee potential into employee performance and business success” [8]. In the same way employee satisfaction can also contribute to increased employee productivity and firm’s productivity. “In any event, it is commonly hypothesized that, whatever the causes, increased satisfaction makes workers more motivated to produce. Given this condition, it should follow that increased productivity can be attained by increasing worker satisfaction.” [6]. The Harvard Business Review Analytic Services study found that the most commonly cited success characteristic is a focus on achieving individual goals that are tied to organizational goals. [9]. This means that employees will align their performance goals with the organizational goals. Apart from focusing on the top line, organizational goals could also mean reducing costs and implementing strategies to improve the bottom line. As the Harvard Business Review Analytics Report noted “a growing body of research has demonstrated that having a highly engaged workforce not only maximizes a company’s investment in human capital and improves productivity, but it can also significantly reduce costs, such as turnover, that directly impact the bottom line.” [9]

While it is established that employee engagement and employee satisfaction have a positive impact on individual performance and firm’s performance, according to the Society for Human Resource Management (SHRM)/Globoforce (2013) survey, nearly half of HR professionals (47%) indicated employee engagement amongst the top three challenges their organization faces.. [10]. This a paradox because on one hand employee engagement and employee satisfaction are critical drivers of increased productivity and despite recognizing it, corporates are finding it difficult to effectively put in place strategies to effectively implement and incorporate these factors in their human relations initiative. According to Gallups 2017, State of the Workplace Report, “worldwide employee engagement is only 15%” [11].

The researchers recognize that there could numerous and varied reasons for the inability of coporates to easily integrate employee engagement and employee satisfaction variable amongst the workforce. The outcome of such limited engagement and satisfaction could result in firm’s not getting optimum productivity from the workforce and as a result there could be suboptimal corporate performance. For the researchers this opened up a new possibility to explore; does gender and job roles have a bearing on employee perception of these factors. The findings of such a research could add a new dimension into the approach to implementing employee engagement and employee satisfaction

strategies at the work place and the perception of the workforce to their own productivity and their contribution to the firm's performance.

Research Methodology:

The researchers have designed a questionnaire which was distributed to employees from corporate firms in Pune region. We received 404 responses and the analysis of the same was tabulated. Based on the secondary research done by the researcher, the hypotheses' were formed. The validation of these hypotheses' was done by statistical analysis.

Research Problem:

Employee engagement and employee satisfaction are gaining attention from corporate management and human relations professionals for the past decade or more. However, this attention has not translated into concrete action and results at most work places. There are many studies on why engagement and satisfaction levels are still low among the employees. Similarly there is also ample research on what must be done to increase employee engagement and employee satisfaction. These two factors also have a major bearing on individual employee performance and the firm's performance as borne out by numerous studies. There is empirical evidence that suggests that high levels of employee engagement enhances job performance, task performance and productivity. [3]

Despite these studies and suggestions, the poor implementation or lack of enthusiasm for the same in the corporate sector is puzzling. The researchers are of the opinion that this could perhaps have some roots in the perceptions of these factors and that perhaps it is viewed differently by different genders, as also by those having different job roles. After examining and analysing this thought, the researchers have identified this as an issue requiring more research study. The focus of this paper therefore, is on analysing the impact of gender and job roles, on the respondents perception of employee engagement, employee satisfaction, employee performance and the firm's performance.

Objectives:

The objectives of this research are -

- a) To understand if gender has an impact on the employee's perceptions about employee engagement, employee satisfaction, employee performance and firm's performance.
- b) To study whether job roles have an influence on employee's perception about employee engagement, employee satisfaction, employee performance and firm's performance.

Hypothesis

Perception of Gender

H₁ - There is a difference in the perception of employee engagement between genders.

H₂ - There is a difference in the perception of Employee satisfaction between genders.

H₃ - There is a difference in the perception of Employee performance between genders.

H₄ - There is a difference perceived in the performance of firms by males and females.

Perception based on Job Roles

H₅ - There is a difference in perception of employee engagement between job roles.

H₆ - There is difference in perception of Employee satisfaction is between job roles.

H₇ - There is a difference in perception of Employee performance between job roles.

H₈ - Job roles of respondents have an impact on their perception of the firm's performance.

Selection of sample

Given the nature of the study, the unit of population and considering the different constraints, the researcher had selected a sample which benefits the requirements of the study. The selection of sample is on the following parameters.

- Nature of the study.
- Possibility of accessing the data.
- Willingness of respondents.

The universe or population of the study is the whole working employees of some companies in Pune. An individual employee of company is the sample unit of the study.

Sources of Data Collection

- Primary data – Primary data has been collected through a structured questionnaires circulated among corporate employees in Pune region. Their responses have been recorded and their views and opinions have been taken into consideration. The questions included in the interview schedule were developed on the basis of literature review and the objectives of the study. Several factors have been taken into consideration while formulating the questions for various sample units of the present study.
- The secondary data inputs is based on a study research papers, seminar papers, research reports, etc. on the subject. The study of information and data from various websites relevant to the topic and online research is also extensively resorted to.

LIMITATIONS

- The data was collected randomly from corporate employees working in all sectors both manufacturing and non-manufacturing sectors.
- The study is limited to respondents working in corporates from Pune region only.
- The sample size is limited to 404.
- Some respondent bias cannot be ruled out in questionnaire method.

DATA ANALYSIS

Hypothesis Testing: H₁, H₂, H₃, H₄

Table -1: Statistical Results - Gender

Parameter	Gender	N	Mean	df	t	p value
Employee Engagement	Male	311	3.90	402	2.15	0.032
	female	93	3.69			
Employee Satisfaction	Male	311	3.76	402	2.584	0.01
	female	93	3.49			
Employee Performance	Male	311	3.67	402	1.981	0.048
	female	93	3.49			
Firm Performance	Male	311	3.88	402	2.091	0.037
	female	93	3.71			

Source – Primary data compiled by the researcher

Statistical Test - Independent Sample T test

Level of Significance - $\alpha = 0.05$

Hypothesis Testing - H₁, H₂, H₃, H₄

Table 2: Data Analysis of Statistical Results - Gender

No	Hypothesis	Data Analysis Technique	Result
H ₁	There is a difference in the perception of employee engagement between genders.	Independent Sample T test	p = 0.032 < 0.05 (Null Hypothesis is rejected)
H ₂	There is difference in the perception of Employee satisfaction between genders.	Independent Sample T test	p = 0.01 < 0.05 (Null Hypothesis is rejected)
H ₃	There is a difference in the perception of Employee performance between genders.	Independent Sample T test	p = 0.048 < 0.05 (Null Hypothesis is rejected)
H ₄	There is a difference perceived in the performance of firms by males and females.	Independent Sample T test	p = 0.037 < 0.05 (Null Hypothesis is rejected)

Interpretation of Hypothesis Testing H₁, H₂, H₃, H₄

From the above discussion it is seen that the independent sample t-test results obtained from 404 participants consisting of 311 Male and 93 Female employees. The results indicate that the hypothesis are valid and acceptable. However, on specifics based on the mean, we can state that male employees (Mean 3.90) perceive themselves as more engaged at work than female employees (Mean 3.69). Employee satisfaction scores indicate that male employees (Mean 3.76) are perceive themselves to be more satisfied than female employees (Mean 3.49). The data also reveals that male employees (Mean 3.67) perceive themselves to be better performers at work as compared to female employees (Mean 3.49). From the mean values it can be further concluded that firms where male employee respondents (Mean 3.88) were employed perceived their firms’ performance better than those firms where female respondents (Mean 3.71) are employed.

Hypothesis Testing: H₅, H₆, H₇, H₈

Table -3: Statistical Results - Job Roles

Parameters	Role	N	Mean	Std. Deviation	f	P value
Employee Engagement	Top management	50	3.720	0.81115	3.238	0.012
	Senior management	77	3.839	0.73702		
	Middle management	141	3.745	0.86391		
	Operations	94	3.930	0.87089		
	Others	42	4.219	0.70788		
	Total	404	3.852	0.8303		
Employee Satisfaction	Top management	50	3.432	0.92702	6.294	0.000
	Senior management	77	3.686	0.85988		
	Middle management	141	3.580	0.86067		
	Operations	94	3.768	0.86673		
	Others	42	4.238	0.64048		
	Total	404	3.694	0.87267		
Employee Performance	Top management	50	3.404	0.78661	7.299	0.000
	Senior management	77	3.592	0.81479		
	Middle management	141	3.521	0.69701		
	Operations	94	3.715	0.78767		
	Others	42	4.145	0.59107		
	Total	404	3.630	0.76682		
Firm’s Performance	Top management	50	3.800	0.67006	3.407	0.009
	Senior management	77	3.834	0.7161		
	Middle management	141	3.735	0.7287		
	Operations	94	3.872	0.67988		
	Others	42	4.181	0.6189		
	Total	404	3.840	0.70558		

Source – Primary data compiled by the researcher

Hypothesis Testing: H₅, H₆, H₇, H₈

Statistical Test – One way Anova

Level of Significance - $\alpha = 0.05$

Table - 4: Data Analysis of Statistical Results – Job Roles

No	Hypothesis	Data Analysis Technique	Result
H ₅	There is a difference in perception of employee engagement between job roles.	One way Anova	$p = 0.012 < 0.05$ (Null Hypothesis is rejected)
H ₆	There is difference in perception of Employee satisfaction is between job roles.	One way Anova	$p = 0.00 < 0.05$ (Null Hypothesis is rejected)
H ₇	There is a difference in perception of Employee performance between job roles.	One way Anova	$p = 0.000 < 0.05$ (Null Hypothesis is rejected)
H ₈	Job roles of respondents have an impact on their perception of the firm's performance.	One way Anova	$p = 0.009 < 0.05$ (Null Hypothesis is rejected)

Interpretation of Hypothesis Testing: H₅, H₆, H₇, H₈

From the analysis above it is seen that the one way Anova test results are obtained from 404 participants who are broadly engaged in 5 different job roles. The responses were got from 50 Top Management Personnel, 77 Senior Management, 141 Middle Management, 94 Operations Management and 42 Personnel in other job roles.

The results indicate that all the hypothesis are valid and acceptable. This implies that there are differences in the perception levels of employee engagement, employee satisfaction, employee performance and job performance depending on the job roles of the respondents. However, on specifics, based on the mean, we can state that the perception of employees in other job roles (Mean 4.219) are that they are more engaged at work followed by those in operations (Mean 3.930). Employee satisfaction scores also indicate that the perception of employees in other job roles (Mean 4.238) are more satisfied at work followed by those in operations (Mean 3.768). The data also reveals that employees in other job roles (Mean 4.145) performed best followed by those in operations (Mean 3.715). As regards the firm's performance, from the mean values it can be noted that, employees in other job roles (Mean 4.181) have indicated that their firms have performed well followed by those in operations (Mean 3.872)

Discussion and Conclusion:

From the statistical analysis, we can conclude that male and female respondents differ in their perception of how engaged and satisfied they are at work. They also differ in their perception of their personal performance at work and their perception of their firm's performance. While the reasons for this difference in perception is not clear, the evidence suggests that the approach to implementing human relations initiatives should be tweaked so as to be in line with the gender perceptions.

The statistical analysis of the perceptions of these factors across job roles revealed that the perception of employee engagement and employee satisfaction at work varies across job roles. The perception of personal performance and firm's performance also varied across job roles. Therefore people at different job roles will have different perceptions about their personal job engagement and satisfaction as also about how they perceive their performance and the performance of the firm they work with. Hence for optimum results from implementation of initiatives at the work place, policies would require some adjustments during implementation depending on the perceptions of the same across job roles.

A focused study on the above perceptual differences across genders and job roles could provide more inputs on reasons for such perceptual differences. An industry wise study on the above could

provide give data that can be significant to understand the perceptual differences over a more uniform sample.

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