



IMPACT OF WORK ENGAGEMENT ON WORK PERFORMANCE AMONG AUTOMOBILESALES EMPLOYEES IN COIMBATORE CITY

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Abstract

Human Resource Development plays an important role in developing the knowledge, skills, competencies, attitudes, and human relations in the organization to enable employees perform well at work. It develops the necessary skills and abilities required to perform organizational activities, because of which, employees can contribute for better performance in an organization. Work engagement refers to the relationship of the employee with their work. It is recognized that employee's individual and collective performances play a vital role in helping organization to achieve their overall institutional objectives. Every organization is looking for engaged employees, specifically, sales profile organization need highly engaged employees to achieve individual targets and organizational goals. This study focuses in identifying the influence of Work engagement on Work performance among the sales employees in the automobile sales industry. The study put forth the significant relation between Work engagement and Work performance. Initiatives have to be taken by the automobile sales organization to increase the engagement of the employees and develop organization outcomes.

Keywords: Work performance, Work engagement.

I. Introduction

Human Resource Development plays an important role in developing the knowledge, skills, competencies, attitudes, and human relations in the organization to enable employees perform well at work. The main objective is not only identifying an employee's existing potentials but also those capabilities innate in him. Human Resource Development is one of the major components, which boost the organizational effectiveness. It develops the necessary skills and abilities required to perform organizational activities, because of which, employees can contribute for better performance in an organization. Development of Human Resources is in line with the changes happening in external environment of the organization, where it helps to adapt such changes through the development of existing human resource in terms of skill and knowledge. Human resource Development mostly concentrates on employee development and performance management, which plays a key role in any organization growth and development.

Work Performance

The term Work Performance is complex to define. One of the most fundamental issues is the level at which performance is defined and good performance is sought. Understanding the impact of employee performance and dealing with it is very important in organizations. The morale of the members is important for the organization's success to improve the level of performance and productivity. Good performance has positive consequences in the organization and to the image of members. It is important to note that, employees should be viewed as an investment, not an expense. It is recognized that employee's individual and collective performances play a vital role in helping organization to achieve their overall institutional objectives. Efforts to understand dynamics associated with managing employee performance, improving employee performance and adapting related methodologies to meet the needs of employees will increase the probability of organizational success. Work performance is defined by Viswesvaran and Ones (2000) as a: "scalable actions, behavior and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals."

Work Engagement

Work engagement refers to the relationship of the employee with their work. It leads to better work performance and greater possibilities for careers and will be positively related to the increased performance of employees in any organization. Work engagement concerns the self-investment of personal resources in work. Engaged work force will be more attentive and more focused on their work tasks, and thus, engagement is positively related to work performance. Increase in Work engagement of an employee enables the organization to sustain their employee job satisfaction, Intention to stay and Career commitment. Every organization is looking for engaged employees, specifically, sales profile organization need highly engaged employees to achieve individual targets and organizational goals.

Automobile Dealers in Coimbatore city

Coimbatore has emerged has one of the most trusted outsourcing destinations for the Automobile and Auto Component industry. Factors like availability of resources, skilled technical talent, and Work force have contributed to this growth. The



presence of car dealers is on the rise in Coimbatore since 2000 due to the increasing preference of customers for variety of cars. Some of the leading branded cars that have offered dealership and opened showrooms in Coimbatore are AUDI, Hyundai, Honda, BMW, Renault, Land Rover, Jaguar, Mahindra, Maruthi, Nissan, Datsun, TATA, Skoda, FORD and Toyota. Selling is an Art. Employees working for this industry need to be highly engaged and committed to achieve their goals. Many automobile sales and service organization set up an effective Human Resource Department to develop employees work engagement. Therefore this study focuses in identifying the factors that influence Work engagement among the sales employees in the automobile sales industry.

II. Literature Review

Work engagement is an important research construct contributing to the competitive advantage of the organization. Recent research studies observe that employers focus towards creating engaged workforce expecting beneficial outcomes as increase in the work performance, escalated financial growth and a positive corporate image. Work performance refers to an individual's performance at work. Organizational generally focus on the key aspects of increasing the work performance of their employees. It is considered as an important research construct for organizational outcomes and success.

1. **Chughtai and Buckley (2011)** explored the mediating role of learning goal orientation and job performance and the antecedents of work engagement. Data for this cross sectional survey study were collected from 168 research scientists drawn from six Irish science research centres. Structural equation modeling was used to test the research hypotheses. Trust in supervisor and trust propensity was positively and significantly related to work engagement. The work engagement can influence these performance outcomes directly as well as indirectly by nurturing employees' learning goal orientation. The positive link between trust propensity and work engagement suggest that firms consider this factor when selecting new recruits. It is suggested that the study provides initial evidence that both trust in supervisor and trust propensity can be instrumental in enhancing employees' engagement with their work. The work engagement can promote learning, innovation and performance, tends to reaffirm its importance as a critical determinant of organisational success.
2. **Burke and El-Kot (2010)** explored the relationship between work engagement among managers and professionals and its consequences. Data were collected from 242 respondents. Organizations can increase levels of work engagement by creating supportive work experiences. The need for achievement and one workaholic job behavior are found to predict all three engagement measures. Dedication, predict various work outcomes (e.g. job satisfaction, intent to quit). Engagement, again, particularly dedication, predicted various psychological well-being outcomes but less strongly than these predicted work outcomes. It is found that engagement at work is associated with positive work and individual well-being outcomes and that stable individual difference factors are a major contributor to levels of employee engagement. It is suggested that engagement intervention studies in which efforts are made to influence levels of work engagement should be designed and implemented.
3. **Bakker and Bal (2010)** observed the relationship between the work engagement and performance of the teachers. The impact of job resources and work engagement on job performance was attempted to be analysed with the responses from fifty- four Dutch teachers by a multi level analysis using the hierarchical linear modelling approach. The results of the analysis represent that a resourceful work environment enhances employees' feelings of work engagement, this engagement has a positive relationship with weekly job performance, showing the importance of engagement for teachers, a causal relationship between week-levels of work engagement and job resources, suggesting that engaged workers are able to create their own job resources. The research suggests that future studies should further examine the motivational potential of support from colleagues.
4. **Ilevbareet al., (2012)** explored the influence of industrial conflict on perceived employee work performance in selected local Government area in Osun State, Nigeria. Purposive sampling technique was used to select 130 samples from the local Government secretaries in Osun state. Pearson product-moment correlation and t-test for an independent sample was used to analyse the area data. The results obtained revealed that there is a significant relationship between industrial conflict and perceived work performance. Similarly, it was found that there exists a significant relationship between employee grade level and employee length of service towards perceived employee performance. Moreover, when tested with regard to age and gender, there is no significant relationship with perceived employee performance. The implication of the study is that industrial conflicts have to be reduced through enhancement of employee's participation in decision making to improve the productivity of employees.
5. **Robertson et.al (2012)** examined the relationship between Job and work attitudes, engagement and employee performance. The cross-sectional survey design was used to select 9,930 samples from 12 separate UK organizations



(both public and private sector) which include police forces, utilities, manufacturing, higher education, a local council and the financial services sector. There was a positive correlation among all the study variables. The relationship between psychological well-being and productivity is stronger than the relationship between positive job and work attitudes and productivity. From the regression analysis, it is found that productivity is predicted better by a combination of positive psychological well-being and positive job and work attitudes than by positive job and work attitudes alone. This study provides evidence that two previously separate constructs are both important in predicting measures of employee productivity.

In summary, Engaged employees are expected to experience positive emotions in the workplace. This will increase their cognitive ability to use the available resources and perform well at the work. The above discussed studies proclaim the significance of work performance in the organizational context. The literature reviews shows that Work engagement has an impact on work performance and is the most powerful and important factor in behavioural research for a long decade.

Statement of the problem

Work performance of an employee is not just a myth and engaged employees are an asset to the organization. Nowadays organizations are giving more importance to engage their employees (Kahn, 1990; Macey & Schneider, 2008; May, Gilson, & Harter, 2004; Rich, LePine, & Crawford, 2010) and develop the work performance (Campbell, 1990; Viswesvaran, 2002 and Sonnentag, 2010) of their employees. Employees are considered as one of the most important stakeholder. The Automobile industry is showing an enormous growth and diversification in the past two decade. Employees are considered as one of the most important stakeholder. As discussed earlier review indicates that lot of internal and external factors influences the work engagement and work performance of the employees in the organization, which directly or indirectly influence the growth of the organization. Hence identifying these factors and concentrating on them is crucial for organizations in the current competitive environment, since employees are those who make the difference in the organizations. Therefore this study focuses in finding the impact of Work engagement on Work performance among the sales employees of automobile industry.

Objective of the Study

The objectives of the study are,

- To identify the perception of the employees regarding Work engagement and Work performance
- To investigate the influence of Work engagement on Work performance

III. Methodology

The research purpose and research questions reveal that this study is descriptive and causal in nature. This study attempts to find the Influence of Work Engagement on Work performance among the sales employees of automobile dealers in Coimbatore city. Hence the population for the study comprises the sales employees of working with the automobile dealers in Coimbatore City. The study uses both primary and secondary data. Primary data is collected through survey method using validated questionnaire during January – May 2015. Secondary data is collected from journals, books, survey reports, websites and business magazines. The study adopts Likerts 5point scaling technique to assess the level of opinion of the respondents on the various aspects relating to the study. There are 27 automobile car dealers registered with Motor trend India, among which one dealer have closed their dealership. Hence the study considers all the 26 dealers for the study. Therefore the study adopts census sampling with respect to the selection of automobile car dealers. From each dealer responses are collected from 15 sales employees at random, yielding to a total of 390 respondents. The respondents were contacted in person and the significance of the study is explained to them before administering the questionnaire. Sufficient time was given to the respondents for filling up the questionnaire. Among the 390 administered questionnaires, 35 questionnaires had to be discarded due to incomplete data. Therefore the sample size for the study is 355 respondents, yielding a response rate of 91%. The tools used for analysis includes Descriptive, Percentage analysis, Correlation and Regression. The Measures used for the study is explained below.

Constructs	Number of Items	Cronbach Alpha	Author
Work Engagement(WE)	17	0.871	Schaufeli et al., (2002)
Work Performance(WP)	6	0.796	May et al., (2002); Brockner et al., (1992)



IV. Analysis and Discussion

Demographic Profile of the Respondents and Assessing the Perception of the Respondents with Regard to the Study Variables

Descriptive Statistics is presented with frequency and percentage to portray the demographic profile of the respondents. The demographic factors included in the study are age, gender, marital status, education, designation, incentive, promotion experience and competence in information technology. This data analysis gives an overview of the characteristics of the respondents

Table 1: Descriptive Statistics-Demographic Profile of the respondents

Demographic Profile	Description	Frequency	Percent
Age (in years)	Below 25	113	32
	26 yrs -35	154	43
	36 yrs – 45	65	18
	46 yrs – 55	21	6
	Above 55	2	1
Gender	Male	260	73
	Female	95	27
Marital Status	Married	234	66
	Unmarried	109	31
	Separated	12	3
Education	ITI/Diploma	75	21
	Under Graduation	167	47
	Post Graduation	78	22
	PG Diploma	35	10
Designation	Manager Level	64	18
	Executive Level	214	60
	Middle Level	51.4	15
	Junior Level	26	7
Incentives	Yes	347	98
	No	8	2
Promotion	Yes	171	48
	No	184	52
Experience(in years)	Less than 1	31	8
	1 – 5	142	40
	6 -10	105	30
	11 - 15	45	13
	16 -20	25	7
	Above 20	7	2
Competence in Information Technology	Beginner	123	35
	Intermediate	166	47
	Advanced	66	18

Source: Primary data

From the above table, it is inferred that majority (43%) of the respondents are in the age group between 26-35 years and 32% of the respondents are in the age group below 25 years, where fresh graduates or first job employees have a propensity to join target oriented job. Only 2% of the respondents are above 55 years, because employees in this age group tend to take rest or retirement on account of their health grounds or family circumstances. Majority 73% of the respondents are male employees and 27% of the respondents are female employees, because of the fact that sales involve lot of field work, which is not mostly preferred by the women. Women already working in this sector would like to be in showrooms and male sales assistants normally visit the clients, which is approved by most of the management. Around (66%) of the respondents are married and remaining (34%) of the respondents are unmarried. Majority (47%) of the respondents have completed their under graduation, where the organization considers under graduation as the basic educational qualification for the entry level sales executive position. Only (21%) of the respondents are diploma holders where they are recruited for the sales assistant or junior level position.

Majority (60%) of the respondents are in the executive level, where sales executives are more in numbers in a sales department. Majority (98%) of the respondents are receiving Incentives in the organization for their achieved targets.



Majority (58%) of the respondents are not been promoted in recent times because of the reasons like frequent shifting of jobs by the employees. Around 40% of the respondents are having experience between 1- 5 years and (30%) of the respondents are having experience between 6-10 years, where fresh graduates and passion towards facing daily challenges seems to be high in their first ten years of sales career. Only (2%) of the respondents are above 20 years of experience and may feel boredom with sales and target oriented job, which includes work pressure. Around (47%) of the respondents are having intermediate knowledge in the Information Technology which enable them to achieve their sales target through increasing their contacts using e-mail, whats up, face book etc.

Table 2: Descriptive Statistics

Variables	N	Mean	Std. Deviation
WE	355	4.3150	.44741
WP	355	4.2953	.54868

Table2 represents the mean values for the study variables. The mean and standard deviation of the responses given by the sales employees working in automobile dealer's showrooms are portrayed. It is inferred from the above table the mean value of the factor Work Engagement (M=4.3150, SD=0.44741) and Work Performance (M=4.2953, SD= 0.54868), indicating high level of perception among the respondents with regard to the study variables, since the perception of the respondents are collected on a scale of 1 to 5, where 1 indicates Strongly disagree and 5 indicates Strongly agree.

Influence of Factor Work Engagement on Work Performance

Correlation analysis is performed to study the association between the factor work engagement and work performance and further regression analysis is performed to examine the extent of influence of the factor work engagement on Work performance.

Table 3: Correlation between Work Engagement and Work Performance

Variable		WP
WE	Pearson Correlation	0.648**
	Sig. (2-tailed)	0.000

The above table implies that high correlation exist between Work Engagement and Work Performance ($r=0.648$, $p<0.000$), indicating high impact of Work Engagement on Work Performance, higher the engagement of the employees in their work, higher will be their performance. The focus of the organizations hence needs to be on enhancing the engagement of employees in their work to reap enhanced performance.

In this study regression analysis is used to find the impact of Work Engagement on Work Performance. Work Engagement was taken as independent variable and Work Performance as dependent variable.

Table 4: Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.370	0.290		4.719	.000
WE	0.707	0.067	0.648	10.627	.000

R = 0.648; R Square = 0.416; Std. Error of the Estimate = 0.36910; F = 112.927; Sig. = 0.000

Adjusted R square value is 0.416. This implies that 41.6% variability in the dependent variable i.e. Work Performance is being predicted by the independent variable Work Engagement.

- F value was significant at 5% ($F=112.9$, $p<.01$), which indicates that the regression model is statistically significant.
- Table 4reveals that Work Engagement influences Work Performance to the extent of 0.648 (= 0.648 positive, $t = 10.62$ positive, $p <0.001$).
- Work Performance = 1.370 + 0.707 Work Engagement
- Regression analysis shows that the work engagement has a positive impact on the work performance of sales employees of automobile dealer organization. Being a sales and target oriented job, the results emphasize that organizations needs engaged employees which is instrumental in achieving improved performance in their work as well as in achieving organization goals.

Conclusion

The study shows that work engagement has significant relations with Work performance. The study found evidence that engagement is related to work performance and it appears to have positive demonstration in predicting performance. Work



engagement reduces job burnout. Work engaged employees will take up more challenging work; engaged workers use more of their talents. The automobile sales and service organizations can take several steps through HR practices like training and development, regular incentives, promotions, employee recognition, leadership style, work skill development and so on to increase the level of work engagement of sales employees, which shall have a high impact on work performance thus leading to individual, organization and societal growth.

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