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# Factors Of Employee Engagement And Their Impact On Work Performance

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## Abstract

**Purpose-** This article aims to identify the major factors of “employee engagement” and their capacity to anticipate the phenomenon. It also investigates the relationship between “employee engagement and work performance”.

**Approach-** Causal research was conducted to investigate the effects of connections. Utilizing a survey questionnaire confirms the data. A simple random sample was utilized to pick supervisors and managers from small-scale firms as responders. There were 350 questionnaires circulated, and 300 legitimate replies were received. The link was predicted and estimated using regression and structural equation modelling (SEM).

**Findings-** All identified characteristics were shown to be predictive of employee engagement ( $r^2 = 602$ ) However, the most influential factors were the work environment team and coworkers. Employee Engagement significantly influenced work performance  $r^2=0.537$

**Originality/value-** This study contributes to the body of knowledge by investigating the impact of employee engagement on work performance and emphasising the relevance of employee engagement factors in small-scale businesses.

**Keywords-** Employee Engagement, working environment, Work performance

**Paper type-** Research Paper.

## Introduction

Employee engagement (EE) refers to an employee's level of involvement, commitment, and feeling of responsibility towards their organization and its standards. Khan (1990, p.694) defines employee engagement as “the harnessing of organization members' identities to their work responsibilities; through engagement, workers use and express themselves physically, cognitively, and emotionally during performance.” In addition, the concept of EE as a comparison measurement in enterprises is gaining popularity (Little and Little, 2006).

EE is, at a minimum, one of the essential success criteria for any organization“(Lakshmi, 2012). OCB has attracted the interest of management researchers (Organ, 1997) ever since Organ (1988) proposed that OCB could have an effect on the performance of the individual and the organization and is therefore desirable because it deals with crucial variables such as organizational effectiveness and organizational productivity”.

Employee engagement research is still in its infancy; only workable definitions have been presented and concurrently verified for the whole concept; the identified antecedents and outcomes are likewise fairly restricted (Czarnowsky, 2008; Kahn, 1990; Macey et al., 2008; Rurkkhum, 2010; Saks, 2006; Vance, 2006; Winton, 2009). “Employee engagement” is a comparatively stable psychological state influenced by interactions with the workplace. Engaged employees are characterised by their willingness and desire to channel personal resources into physical, cognitive, and emotional manifestations related to completing mandatory and discretionary workplace duties. Kahn (1990, 1992) described personal participation at work as “the connection of organisational members' identities to their work roles; in engagement, people use and express themselves physically, cognitively, and emotionally via role performances” (1990, p. 694). Engagement, defined as a heightened personal and emotional engagement in one's job and work responsibilities that goes beyond happiness or commitment, has been linked to better outcomes for both individuals and organisations (Hayes & Harter, Schmidt, 2002; Perryman, & Hayday. R., 2004). This research highlights the main elements that explain employee engagement and the influence of “employee engagement on work performance” via a review of the literature.

Research on employee engagement has characterised the experience of the phenomena (Shuck & Reio, 2014) and the predicted outcomes of highly engaged employees (Binsiddiq & Alzahmi, 2013). In a groundbreaking study, the Gallup organisation found that employee engagement was highly connected with increased organisational performance, greater employee “satisfaction, profitability, and productivity, and a reduction in employee turnover. Similarly, Badal and Harter (2013) found that organisations with an engaged workforce culture may have a better cumulative financial performance than those without an engaged workforce. In conclusion, employee engagement is seen as a critical component impacting significant employee outcomes at work (Konrad, 2006)”.

Several studies have revealed a relationship between the “employee engagement” and work performance (Dajani, 2015), with job performance being one of the most important employee outcomes in organisational research. Numerous studies in this industry have regularly shown that engagement positively affects performance. Despite the status of the concept of engagement and the increasing number of research in the “engagement-performance” field in the West over the last decade, it has not conventional enough academic attention in nonwestern contexts (Kim, 2017).

## **Review of literature**

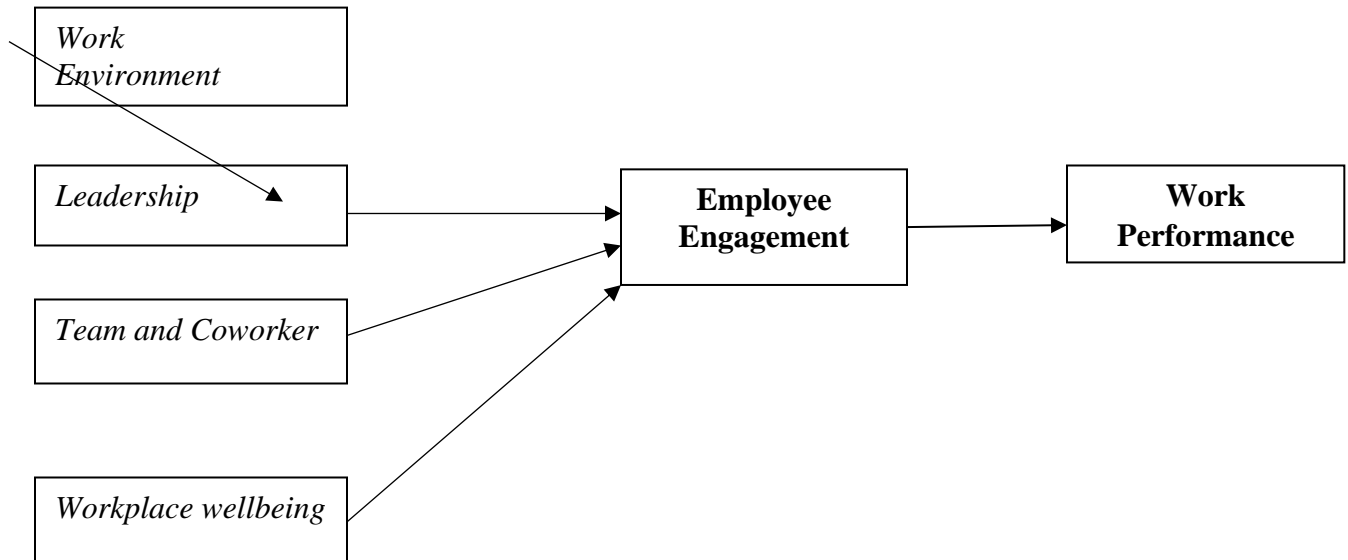
Employee engagement has received substantial attention over the past 5 years, notably in the popular press and among consultancy firms. It has long been pushed as the key to a company's success and competitiveness. Indeed, Salanova and Schaufeli (2007) say that employee engagement is “crucial” for contemporary organisations due to the many challenges they face (p. 156) and Macey et al. (2009) argue that employee engagement may offer organisations with a competitive advantage. Numerous writers have praised engagement as a strong motivator of human attitudes, behaviour, and performance and organisational performance, productivity, retention, financial success, and shareholder return (Richman, 2006). Macey et al. (2009) discovered that the top 25% of organisations on an engagement index had a greater return on assets (ROA), profitability, and shareholder value than the bottom 25%. However, it has also been reported that employee engagement is dropping and employee disengagement is rising (Richman, 2006). For example, over half of all Americans in the workforce are not fully engaged or are disengaged, resulting in a “gap in engagement” that costs U.S. businesses \$300 billion per year in lost productivity (Kowalski, 2003). Given the importance of employee engagement to businesses and the rising rate of disengagement among employees, fostering employee engagement is a pressing issue. Harter, and May, Gilson, (2004), say that “employee disengagement or alienation is central to the problem of workers' lack of commitment and motivation” (p.13).

Though, the concept of employee participation is challenged. Schneider and Macey (2008), note that there are several meanings of the phrase 'employee engagement,' but they all agree that it is desirable, has an organisational purpose, and has both psychological and behavioural characteristics in that it necessitates vigor, zeal, and concentrated effort. Schmidt and Hayes (2002) describe “employee engagement” as “the individual's involvement, satisfaction, and enthusiasm for work” (p. 269).

## **2.2. Factors of employee engagement.**

This study discovered a variety of elements that contributed to Khan's three psychological states of employee engagement and total job engagement, using insights from the literature as well as other relevant sources. Several factors have been identified, scientifically researched, and validated as true antecedents of employee engagement that raise these three dimensions.

The factors are represented in Figure 1.



**Figure 1 Research Framework**

**Work Environment:**

It was identified as one of the important factors influencing employee engagement. Employee engagement is the result of several workplace characteristics, according to Holbeche and Springett (2003), Rich et al. (2010), and Miles (2001). Deci and Ryan (1987), supportive workplace management frequently shows concern for employees' needs and emotions, provides positive feedback, and encourages them to communicate their concerns, learn new skills, and solve work-related problems. As a result, a meaningful working environment that assists employees in focusing on their tasks while maintaining intergroup harmony is regarded as an important component of employee engagement.

**Leadership**

It is pretty compatible with the type of leadership that TQM advocates have often urged managers to adopt (Sashkin & Kiser, 1993). Deming (1986:24) has recommended managers display “consistency of purpose,” for instance. In other words, Deming suggests that managers diligently seek the long-term goal of being competitive via continuous improvement techniques. Leaders must also articulate a compelling vision that emphasises continuous improvement, teamwork, and customer service to encourage followers. In addition, managers may serve as role models by demonstrating an interest in projects geared to enhance processes and customer interactions. Transformational leadership may be seen as the way by which managers may impact the self-efficacy and values of individuals so that they behave in a manner that is favourable to cooperation, the attainment of group goals, and the continual improvement of processes (Waldman, 1993).

### **Team and co-worker**

This relationship emphasizes the importance of intergroup harmony in employee engagement even more. Positive interpersonal interactions and a supportive team, according to Kahn (1990), promote employee engagement. For employees to feel safe and accept their full responsibilities at work, an open and supportive environment is required. Members in a friendly environment can experiment, try new things, and even fail without fear of repercussions (Kahn, 1990). According to May et al. (2004), workplace relationships have a significant impact on meaningfulness, which is one of the components of engagement. They focused on the understanding of needs that people possess and said that those with strong interpersonal relationships with their colleagues should also have a greater feeling of professional relevance. If the individual has favourable contacts with his colleagues, he should have a high degree of engagement Locke and Taylor (1990).

### **Workplace well-being**

The well-being of employees has various facets, “including physical health, emotional or psychological well-being, community or social relationships, and financial stability. Essentially, employee well-being takes a comprehensive picture of the employee experience and asks”, Ensure they have everything they need to do their best work? Ample of the conversation on employee well-being focuses on reducing work-related stress and implementing incentives for healthy living”. The most essential metric for assessing a corporation's effect on its workers is employee well-being Rath and Harter, (2010,p. 142).

### **Work performance**

Work performance is a recurring subject of research across the world. Businesses are constantly trying to figure out what factors influence individual work performance. Ones and Visweswaran (2000) describe “Work Performance” as the actions, behaviours, and outcomes that employees engage in or generate that are tied to and contribute to company goals. Researchers on knowledge management concur that knowledge management adds to the better performance of a business. As the importance of knowledge management rises, it has a significant impact on the efficiency of enterprises. Knowledge management actions that are deliberate provide knowledge management processes that produce knowledge management outputs that are valuable to an organisation (Davenport, & Grover 2001). Various research are directed to establish the relationship between knowledge management and organisational effectiveness. Utilizing organisational performance as a metric for the effectiveness of knowledge management initiatives (Mills & Smith, 2010). However, the study indicated that the working environment, including physical surroundings, coworkers, job satisfaction, and supervisory supervision, may impact work performance. Aspects of work security and safety may boost employee motivation, hence improving job performance. Pension plans influence job satisfaction indicating that a well-structured and developed pension plan might increase employee productivity.

### **Work Performance**

FACTORS OF EMPLOYEE ENGAGEMENT AND THEIR IMPACT ON

## **Objectives of the Study**

To identify various factors of Employee engagement

To study the impact of employee engagement on work performance

To study the impact of identified factors (Work environment, leadership, Team and co-worker and workplace wellbeing) on employee engagement

## **Hypothesis**

There is a statistically significant impact of employee engagement on work performance.

There is a statistically significant impact of work environment on employee engagement.

There is a statistically significant impact of leadership on employee engagement.

There is a statistically significant impact of team and co-workers on employee engagement.

There is a statistically significant impact of workplace well-being on employee engagement.

## **Methodology**

A questionnaire was devised to examine the relationship between the above-mentioned characteristics and employee engagement. Consequently, the instrument assessed employee engagement in the office environment, leadership, collaboration, and colleagues, in addition to workplace wellbeing. To establish the association between employee engagement and employee performance, work performance was also evaluated (Bashir, I., & Nika, F. A., 2022). For each statement used to define the variables, “respondents were asked to rate each item on a five-point Likert scale, ranging from strongly agree to strongly disagree” (Hassan et al., 2021). Using data from 80 pilot participants, the instrument was validated. The dependability of the instrument's multiple factors was statistically significant, as indicated in Table I.

## **Sampling and data collection**

Due to the statistical importance of the reliability coefficients (Junaid. H, 2023), the “instrument was used” to collect primary data. A “simple random sampling” approach was used to choose managerial and supervisory private-sector employees in Jammu & Kashmir. 550 questionnaires were distributed, and 460 valid responses were received, yielding a response rate of 55%. Based on the data, regression analysis was done to assess the amount of employee engagement “prediction made by the various factors”. In addition to regression, the amount to which employee involvement affects work performance was also determined. The structural equation modelling (SEM) technique was used to compute these two distinct models, which were then depicted in a route diagram. The coefficient of determination results, which show the degree to which external constructs influence endogenous constructs, were deemed statistically significant.

## **Table I Reliability analysis**

S. No.	Factors	Results
1	Working environment	.857
2	Leadership	.936
3	Team and co-worker	.881
4	Workplace wellbeing	.701

**Table II Overall Reliability Result**

Cronbach alpha	.964
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## Results

### Impact of different factors on employee engagement (EE)

Numerous characteristics established in prior research were utilised as independent variables to determine their degree of predictability for employee engagement.

### Results of the identified factors of employee engagement

All of the characteristics were shown to be predictors of employee engagement, as shown in Table II, with an adjusted  $r^2$  value of 67.2 per cent, which is statistically significant. Variation percentages above 25% are judged noteworthy (Heiman, 1998). The found variables account for up to 67 per cent of the variation in employee engagement, as shown by the  $r^2$  value. Table III of this test's ANOVA shows a significant probability value ( $p=0.000$ ), indicating that workplace welfare, team and coworker dynamics, leadership, and working environment all have a role in employee engagement. Consequently, characteristics such as the work environment, leadership, team and coworker interactions, and workplace wellness account for 67.2% of the variation in employee engagement. The alternative hypothesis is therefore accepted whereas the null hypothesis  $H_0$  is rejected. This regression equation was derived from Table IV. The formula for calculating employee engagement is as follows:  $0.463 \times$  working environment +  $0.065 \times$  leadership +  $0.316 \times$  team and colleague +  $0.002 \times$  workplace wellness.

**Table III. Regression model summary – employee engagement**

Model	r	$r^2$	Adjusted $r^2$	SE of the estimate
1	0.819 <sup>a</sup>	0.670	0.682	0.21949

Notes: <sup>a</sup>Predictors: (constant), workplace wellbeing, team and co-worker, leadership, working environment,

**Table IV. Results of ANOVA for employee engagement model**

Model	Sum of squares	df	Mean square	F	Sig.
Regression	16.765	7	2.538	42.520	000 <sup>b</sup>
Residual	7.076	142	0.057		
Total	24.841	149			

Notes: <sup>a</sup>Dependant variable engagement; predictors: (constant), workplace wellbeing, team and co-worker leadership and working environment

**Table V. Regression coefficients for employee engagement**

Model	Unstandardized Coefficient		Standardized Coefficient		sig
	B	SE	$\beta$	t	
(Constant)	0.808	0.210		3.897	0.000
Work environment	0.453	0.084	0.530	5.513	0.000
Leadership	0.055	0.091	0.074	0.520	0.369
Team and co-worker	0.326	0.087	0.360	3.133	0.000
Workplace wellbeing	0.043	0.049	0.055	1.079	0.177

Note: <sup>a</sup>Dependent variable: Engagement

### Estimate of work performance using employee engagement

This section explains how employee engagement may be used to predict work performance. After this relationship was established, a SEM approach was then used to estimate the effect of independent determinants on employee engagement, as well as the effect of employee engagement on work performance. As a consequence, the present study used regression to investigate the cause-and-effect relationship between employee engagement and work performance. Its objective was to examine the relationship between employee engagement and work performance. According to the regression analysis, as indicated in Table VI, the independent variable, employee engagement, impacts the variance of the dependent variable, work performance, by 59.7 per cent. Table VII illustrates that the ANOVA result has a statistically significant p-value ( $p=0.000$ ), showing the significance of the link. The null hypothesis  $H_{02}$  is thus rejected, but the alternative hypothesis  $H_{a2}$  is accepted. Table VIII depicts the following regression equation: Employee performance =  $0.888 \times$  Employee Engagement + 0.525.



**Table VI. Regression model summary – work Performance**

Model	r	r <sup>2</sup>	Adjusted r <sup>2</sup>	SE of the estimate
1	0.764a	0.583	0.547	0.20676

Note: predictors: (constant), engagement

**Table VII. Results of ANOVA for work performance model**

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	20.417	1	20.417	211.294	000 <sup>b</sup>
	Residual	14.656	148	0.98		
	Total	35.073	149			

Notes: <sup>a</sup>Dependent variable: performance; predictors: (constant), engagement

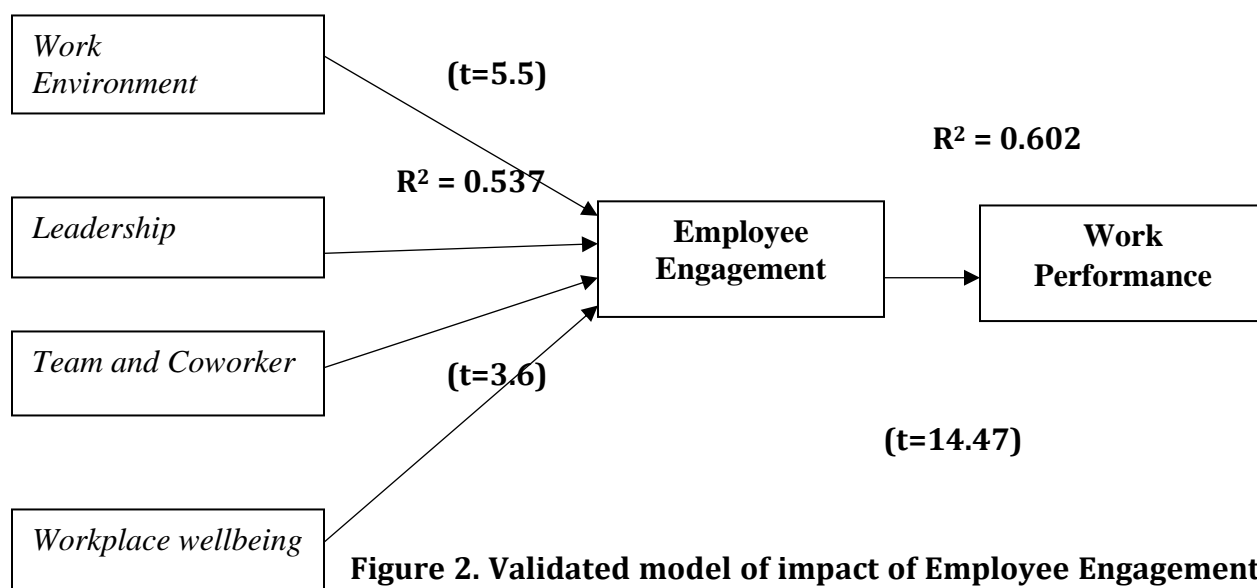
The equation indicates that employee participation has a substantial effect on job performance. It illustrates that employee involvement is essential and positively affects their performance.

Figure 2 depicts the verified model using regression analysis and the r<sup>2</sup> and t values in two sections. The modified r<sup>2</sup> represents the amount of the influence of the previous variable(s) on the following variable, whereas t reflects the route's validity between each prior variable and subsequent variable.

**Table VII. Regression coefficients for work performance model**

	Model	Unstandardised Coefficient		Standardised Coefficient		sig
		B	SE	β	t	
1	(Constant)	0.515	0.228		2.018	0.024
	Engagement	0.789	0.030	0.774	13.575	0.000

Note: <sup>a</sup>Dependent variable: performance



**Figure 2. Validated model of impact of Employee Engagement on Work Performance**

Figure 2 demonstrates “that the factors working environment” (t = 5.5), leadership (t = 0.710), team and coworkers (t = 3.6), and workplace wellness” (t = 1.06) have statistically significant influence on employee engagement and, therefore, job performance.

Notably, the path validity of employee engagement leading to job performance is t = 14.47, which at the 0.05 level is statistically significant. The research concludes that these parameters have a substantial effect on endogenous factors.

## Discussion

The identified independent variables that determine employee engagement have a considerable impact on determining the levels of employee engagement, according to the regression analysis results. The t-values in Table V show that the working environment (t=5.503) and team and coworker connections (3.623) are the most influential determinants on employee engagement at the 0.01 level of statistical significance. The data also reveal that the working environment has a 53 per cent influence on employee engagement, while team and colleague interactions have a 36 per cent impact. This emphasises the significance of a positive work environment and high interpersonal harmony among coworkers for employee engagement. The desired workplace comprises of a physically and emotionally safe atmosphere that fosters employee participation. Springett and, Holbeche (2003), in his studies People's perceptions of their workplace and contributions to their jobs have a significant impact on their engagement and, as a result, their performance. According to the report, employees actively seek meaning in their work, and if their bosses do not provide it, they are likely to leave. Employee engagement must be high in order to attain high levels of productivity. This is expected that the work environment would develop a sense of shared

destiny and increase emotional connection amongst employees. Consequently, it is evident that the perception of an employee's work environment impacts and decides their degree of involvement. To make a good impression, it is vital to have a pleasant working environment.

Team and colleague interactions may significantly affect employee engagement. Academic and professional abilities have a substantial impact on the success of new recruits (Hertzog et al., 2000). Higher order needs represent team and colleague connections, such as achievement and collaborative decision making, allow people to accept extra responsibility in level to realise shared goals and visions, as shown in the conclusion. Kahn, (1990) in his studies are also suggest that client interactions may provide camp counsellors with a meaningful work experience.

The dependent variable's "path validity ( $t=14.87$ ) and co-efficient of determination ( $r^2=59.7$  percent) are again statistically significant when employee engagement is used to predict job performance". The coefficient in Table VIII has a very high t-value, emphasizing the importance of employee participation in achieving satisfying the work performance. The confirmed model with statistically significant findings is shown in Figure 2. According to Halbesleben, (2010) the results of a recent meta-analysis, engagement are strongly connected with a number of outcomes, including as commitment, health, turnover intentions, and performance. According to London and Mone (2010), enhancing performance management can help organizations develop and sustain high levels of employee engagement and, as a result, improved performance. Clearly, the vigour and attention inherent in job engagement enable employees to bring their full potential to the workplace, thereby boosting the quality of their key work responsibilities.

Therefore, "engagement models, theory, and research" validate the connection between engagement and performance.

Thus, the research reveals the fundamental elements of employee engagement that managers and supervisors may encourage to build an environment favorable to employee engagement. Consequently, this study broadens the search for indicators that will enhance organizational features such as workplace health, team and coworker interactions, and the working environment. In addition, the organization must invest in creating a pleasant environment that develops good team and colleague connections and attractive incentive programmes.

From a variety of perspective points, the future scope of the research will be rather vast. To improve the model, this research can be carried out at a variety of organisational levels, including large-scale and public institutions. It is feasible to undertake an in-depth analysis of the identified specific factors to establish the impact of each element on employee engagement and, therefore, job performance. In addition, a parallel can be made between this model and the employee engagement notion discussed before.

## **Conclusion**

This research emphasizes the importance of employee engagement and outlines several elements that have a substantial impact on it. Furthermore, it shows a strong link between employee engagement and job success. According to the regression analysis, two components have a large path validity or t value among the many critical determinants that have a global impact on employee engagement. Employee engagement t-values were found to be significantly influenced by the office environment, as well as team and coworker interactions. The article also mentions past research and suggests ways to improve the working atmosphere, teamwork, and relationships of employees.

The implications have a significant effect on organizations' productivity, and thus have a significant economic impact on organizations.

In addition to this, the characteristics that impact "employee engagement" imply a favourable working environment for employees. This shows the potential social impact that the organization's activities. Employees would be given a lot of attention in terms of work environment, healthy collegiality, workplace well-being, and the company's employee engagement efforts. Organizations can utilise the approach to concentrate on key components that will benefit both employees and employers.

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