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**Employee engagement as a precursor for employee performance in organization:  
A Literature Review**

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**Abstract**

*Owing to its impartiality, strategic placement, and direct contribution to the aims and objectives of the organization, employee engagement and performance are becoming increasingly popular worldwide. Employee engagement and performance are focused on honing the abilities of employees to carry out a range of duties and responsibilities related to their current or anticipated positions in the future. This study examines the impact of employee engagement on employee performance in organization. The Job demand- resources theory developed by Arnold Bakker and Evangelia Demerouti in 2006 is used in this study to explain the connection between employee performance and engagement in organization. The majority of the data used in the study comes from secondary sources, which include published empirical research reports, periodicals, textbooks, and journal articles. Other documentary sources include the internet. The paper is purely a conceptual/literature review. Finding from the study reveals that organization can only succeed through employee engagement if its employees are happy. The findings of the study also showed that engaged employees have a favorable attitude about their work and organization, they are typically hired by the organization for extended periods of time. Thus, the study suggests that managers and administrators should enhance the annual budgetary allotment for employee motivation initiatives in both public and private organizations. This will make it possible for the organizations to offer high-caliber, highly productive engagement initiatives that will have a favorable impact on worker performance.*

**Keywords:** Employee engagement, employee performance, organization.

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**1. Introduction**

The accomplishment of organizational objectives is contingent upon the effective utilization of human resources that are at hired. The ability to engage and retain talented employees results in worker performance, which supports the accomplishment of corporate goals and objectives. Organizations are always working to increase worker productivity and performance in today's organization. Organizations are realizing the importance of employee engagement and how it directly affects overall organizations effectiveness in order to accomplish its goals.

According to Shirina et al. (2023), the term employee engagement describes the

sentiment that employees have for their jobs, coworkers, and the organization. It includes more than just job happiness; it also includes how motivated, enthusiastic, and committed employees are to their organizations. There is a strong correlation between employee engagement and performance, with engaged employees typically outperforming their disengaged colleagues across a range of key performance indicator (Suhasini & Kalpan, 2018). Organizations can gain important insights to improve employee performance and promote long-term success by comprehending and investigating this important relationship.

This paper easily explores the complex relationship that exists between employee



engagement and output, emphasizing the ways in which organizations can use engagement to best serve both individual and group objectives. Organizations have also realized how important it is to promote employee engagement through a range of programs, including giving employees opportunities for professional growth, creating a happy work atmosphere, honoring and rewarding their contributions, and promoting candid feedback and communication (Tenerife & Galingan, 2017). Employees that are engaged in their work are typically more productive, fit in better, and do better work. Additionally, they have a higher likelihood of sticking with the organization, which lowers turnover rates and related expenses. Positive corporate culture and a helpful work environment result from contented personnel.

Additionally, motivated employees offer superior support, which raises employee happiness and loyalty. Furthermore, studies have indicated a favorable relationship between employee performance and employee engagement. Galingan & Tenerife, (2017). Higher levels of employee engagement are associated with better financial outcomes for organizations because they foster greater creativity, operational efficiency, and focused initiatives. Employee involvement and effort determine organizational production (Elmadağ & Ellinger, 2018). Organizational leaders have started to observe how various interpersonal behaviors, such as employee engagement, affect production. Interpersonal behaviors have an impact on productivity (Mohamad, 2017).

Examining and comprehending the connection between employee performance and engagement in organization is vital. Although the significance of motivated staff in promoting organizational performance is acknowledged, a thorough grasp of the scope of this relationship and the particular elements influencing it is lacking. In order

to close this knowledge gap and shed light on the relationship between worker engagement and output, this paper was written. In doing so, it can assist organizations in creating evidence-based strategies that promote more employee engagement and enhance overall performance and success. In light of this, the purpose of this article is to investigate the relationship that exists between employee performance and engagement in organizations.

### **Literature Review**

#### **Employee Engagement**

One useful tool that can help any organization fight to obtain a competitive advantage over another is employee engagement. When employees are engaged properly, such employee is regarded as the most valuable resource because it is an element that cannot be replicated. Abdulateef and Mohammed (2019), Baumruk (2004) emphasized that employee engagement is thought to be the most important factor in determining an organization's vitality.

Rao, Narayana, and Niranjana (2021) saw employee engagement as a gauge for assessing how well employees are connected to their employer. Employee engagement is defined as "the degree of commitment and involvement an employee has towards their organization (Anitha (2014). According to the (Global Workforce 2003) Employees willingness and ability to help their organization succeed, largely by providing discretionary effort on a sustainable basis constitute employee engagement. According to Agyemang and Ofei (2013), employee engagement is a psychological state of mind that is good and effective at work. It encourages individuals to actively express themselves and invest their emotions, cognitive abilities, and physical resources in their role performance.

Similarly, Ouellette (2021) believes that employee engagement is the readiness of workers to contribute to their organization



in ways other than the work that they do. Employee performance is defined as both actions and inactions. Thus, timely delivery of work, attendance at work, accommodating and helpful behavior, and amount and quality of output are all factors in an employee performance.

In order to achieve the expectations of the stakeholders, Bataineh (2017) emphasizes that employee performance is a combination of their everyday duties' efficacy and efficiency. Chanana (2021; Kumar, 2022). The worldwide crisis is having a negative impact on employee engagement, thus human resource managers (HRM) are trying to lessen its effects on staff members (Kumar, 2021). In order to improve contact with their employees and create a strong labor force, organizations typically confront a variety of problems, as demonstrated by Dinh (2020). The output and performance of these assets directly affect organizational productivity; therefore HR managers and top executives are forced to concentrate more on engaging their valuable assets.

For organizations to ensure their sustainability, performance evaluation is crucial (Zhang, 2010). Employee performance includes controlled conduct as well as setting boundaries for unrelated activity (Dewettinck & Ameijde, 2011). Employee performance evaluation also considers how actively employees fulfill their responsibilities as outlined in the official contract that the organization has provided them. According to Cassio (2014) and Susanto et al. (2020), employee performance appraisals offer employees feedback and performance improvement programs that can help them develop the skills necessary to reach their full potential. Three elements, according to Swanlatha and Suresh (2013), promote employee engagement and output: Achievement: The great majority of workers hope to accomplish something significant and fulfilling at work. They desire to be rewarded and acknowledged for their

efforts, as well as to learn new things and advance their knowledge and abilities. According to Gallup, employee engagement is the proportion of workers who are completely committed to or content with the duties they perform on a regular basis.

According to a 2017 research by Gallup, 15% of employees worldwide and 33% of employees in the United States are productive employees. Only 13% of workers in 142 countries reported they are employed, according to a similar poll conducted in 2003 by the Global Workforce Survey. This startling conclusion suggests that employees who are highly disengaged are detrimental elements that hurt the organization they work for. The ability, drive, and opportunity that an individual receives in his work role determine his performance in the organization and ultimately determine his level of commitment, drive, and contentment, according to the Bath Model. Employee commitment, motivation, and satisfaction all contribute to their high performance, which in turn improves organizational performance (Cresswell, 2017).

Positive employee attitudes about their jobs and organizations are associated with increased employee retention rates, which can result in improved performance and cost savings, according to a 2016 study by Al-Mehrzi and Singh. Organizations may only achieve success through employee engagement when their workforce is content, according to research by Robinson and Hayday (2014) and Tenerife and Galingan (2017).

Similar studies conducted by various group of researchers shows that employee engagement is the vital component that modern organizations need to succeed (Obuobisa & Tsedzah, 2019; Theo, Nursyamsi & Munizu, 2021). In a metaphorical sense, employee engagement is being recommended as the remedy for the current crisis in corporate organizational settings. Just as people depend on vaccines



to survive, so too do organization depend on employee engagement to meet their objectives. 2020; Dixit & Singh.

Moreover, Rao, Narayana, and Niranjan (2021) claimed that employee engagement is potent instrument that may help organization change their workforce from strategic instruments to strategic partners. Organizations must therefore implement workplace policies that foster employee engagement in addition to employee motivational techniques (Beri N. 2021). Lastly, according to Albrecht et al. (2015), human resource managers should prioritize incorporating employee engagement into their HRM policies and procedures. Organizations must also focus on the factors that help people perform better because employee performance directly affects the organization's ability to achieve its objectives (Biddle & Evenden, 2014).

### **Employee Performance**

Employee performance, which includes the result of the mental and psychological capacities, can be defined as responses in the form of behaviors reflecting what the employee has learned or the type of training that the employee has received (Soyalin, 2023). The idea of employee performance is becoming more and more well-liked among management science academics since it is essential to both the individual and the organization. Employee performance has a positive impact on the organization's overall processes, especially in terms of productivity and efficiency.

Employee performance is measured by the tasks associated with the job and the efficiency with which employees carry them out. An organization's ability to succeed and thrive depends on the wellbeing, positive outlook, and retention of its most important personnel (Chen, 2015). Because an organization's performance determines its success or failure, every organization needs competent individuals who can finish their work (Sopiah, et al., 2020).

According to Jabeen and Rahim (2021), employee performance is the combination of non-financial and financial results that are directly related to an organization's success. Since employee performance determines an organization's success, successful organizations therefore place a high value on it. Employee performance is determined by comparing an employee's actual performance to their predicted performance, Dessler (2016). Employee performance is defined by Mangkunegara (2009) as work outcomes in connection to the caliber and quantity obtained by employees in carrying out their jobs. According to a set of standards, performance is determined by how accurately, economically, thoroughly, and quickly tasks are accomplished (Jabeen & Rahim, 2021). The efficiency of the organization is impacted or enhanced by staff performance, which is evaluated based on production and productivity. (Amoako-Asiedu & Obuobisa-Darko 2017).

A broad definition of employee performance, according to Jex (2002), is all of an employee's activities when they are performing their duties. It can also mean each employee acting in a way that is authentically reflected through accomplishments related to their position within the organization (Ahmed & Ramzan 2022). Comparably, performance is described by Biddle and Evenden (2014) as a pattern of conduct that a manager or supervisor uses while interacting with everyone, but especially with lower-status or subordinate individuals. Employee performance in this study refers to certain actions needed to complete a task, go above and beyond the call of duty, and show initiative at work.

### **Empirical Studies on Employee Engagement and Employee Performance**

A few empirical studies have been conducted to ascertain the link between worker performance and worker engagement. Anitha's (2014) research is one of them, demonstrating the significant



impact that employee engagement has on employee performance. As a result, organizational commitment, work satisfaction, intention to leave, and organizational citizenship behavior were the significances of engagement. According to Dalal et al. (2012), there is no better indicator of overall employee success than employee engagement.

Furthermore, Demerouti and Cropanzano (2010) found that higher employee engagement resulted in improved organizational performance. Cheng, Zhang, Wen, and Wang (2020) report that earlier researchers have discovered a noteworthy impact of employee engagement on workers' job performance. Polychronicity was discovered to have a considerable impact on job performance by Wu, Gao, Wang, and Yuan (2020). Asghar, Gull, Tayyab, Zhijie, and Tao (2020) discovered that work involvement significantly influenced the association between polychronicity and job outcomes.

The mitigating function of polychronicity in the relationship between work engagement and employee performance is also examined by Qurat-ul-ain Amjed et al. (2021). The study's findings showed a strong inverse link between polychronicity and employee engagement. Abdul Aziez (2022) investigates how job happiness and pay play a moderating role in the relationship between employee engagement and performance. The study found a strong correlation between job happiness, employee engagement, and employee performance. Additionally, there was a positive mediation association between employee engagement, salary, and performance.

### **Theoretical framework**

The work supported the job demand-resources theory of Arnold Bakker and Evangelia Demerouti (2006). One well-known theoretical framework that assists in explaining the relationship between employee engagement and performance in an organization is the Job Demands-

Resources (JD-R) theory. According to this model, which was created by Evangelia Demerouti and Arnold B. Bakker, work characteristics fall into two main categories: job demands and job resources. Employee engagement and performance are influenced differently by job demands and job resources.

Job demands are those elements of a job that need a person to put forth consistent effort, either physically, psychologically, socially or organizationally. If these expectations are more than the person's ability to handle, they may be harmful to their wellbeing. Workload, time constraints, role uncertainty, and emotional demands are a few instances of job expectations.

Job Resources: A job's organizational, social, psychological, and/or physical characteristics that support goal achievement, lessen workloads, and foster individual development are referred to as job resources. Workplace resources promote employee engagement at work by offering encouragement, support, and chances for development. Job resources include things like incentives, social support, independence, and feedback in addition to chances for skill advancement. The JD-R Model states that the interaction between job demands and job resources affects the relationship between employee engagement and employee performance:

High Job Demands and Low Job Resources: When employees face high job demands and have limited job resources, they may experience burnout, stress, and decreased engagement. This situation is likely to result in reduced employee engagement and performance.

High Job Demands and High Job Resources: Employees facing high job demands but also having sufficient job resources are more likely to experience work engagement. They feel supported, motivated, and capable of coping with the demands, which can lead to improved employee performance and productivity.



**Low Job Demands and Low Job Resources:** In situations where job demands are low and job resources are scarce, employees may experience disengagement and reduced motivation. This can result in lower employee performance and lack of initiative.

**Low Job Demands and High Job Resources:** When employees experience low job demands and have ample job resources, they are more likely to feel engaged and motivated in their work. This positive work experience can lead to higher employee performance and overall job satisfaction.

The JD-R Model suggests that organizations can enhance employee engagement and performance by managing job demands and providing adequate job resources. By reducing excessive job demands and ensuring employees have the necessary resources to perform well, organizations can create a positive work environment that fosters engagement, satisfaction, and high employee performance

#### **Relevance/Application of the theory to the Study**

The idea states that two distinct categories—job needs and job resources—can be used to model any working environment or feature of a job. As a result, the theory can be customized for each particular occupation and be used in all work contexts. There are several applications and major significance for the Job Demands-Resources (JD-R) Model in different organizational settings it uses in the real world involves knowing and controlling the variables that affect worker productivity and engagement.

#### **Strategies that Facilitate Employee Engagement**

Executives in any organization should consider the following as it is thought that they will address employee disengagement issues and lead to engaged and productive workers.

#### **Develop Employee Engagement via two-way communiqué:**

Two-way

communication must be promoted by organizations. Employees aren't just someone you talk to about your opinions without giving them a chance to voice their own opinions on issues pertaining to their lives and jobs. Employee engagement is facilitated by sending a consistent and unambiguous message about expectations. Engage your people and often express gratitude for what they have contributed. Give your employees authority through participatory decision-making so they feel included and empowered, which will improve engagement and outputs.

#### **Offer satisfactory prospects for improvement and progression:**

Encourage independent thinking in workers by offering them more job self-sufficiency. This will allow workers to establish their own freedom to choose how best to carry out their jobs as long as the desired results are achieved. Rather than trying to administer every step necessary to achieve every outcome, administer via outcomes.

**Guarantee that workers have all they want to perform their works:** Managers should ensure that personnel have all the means including material or physical, fiscal and information means so as to effectively perform their occupation

**Incentives have a part to play:** Managers of organizations must determine non-financial as well as monetary rewards for employees who show increased involvement in their work. Several theories of administration have indicated that workers tend to put in more effort in their work when they are compensated more, given more credit, and acknowledged more.

**Create a unique organization culture:** In order to promote managers' goals and moral principles throughout all occupational units, organizations need to foster a strong occupational culture. By sharing success stories, organizations foster a culture of mutual respect that not only keeps their current workforces motivated but also instils this contagious spirit of occupational culture in newly hired staff members.



### Conclusion

The relationship between employee performance and engagement in organization was investigated in this study. The study comes to the conclusion that a crucial factor in any organization is the relationship between worker performance and worker engagement. As a result, high levels of engagement boost performance, but low levels might have detrimental effects on the organization such as lower productivity. For this reason, in order to promote overall success and effectiveness, Organization should give priority to employee engagement activities. This suggests that decreasing employee performance and subpar organizational performance may be resolved when managers and administrators start or implement successful engagement programs. Therefore, it is critical to have a strong plan to remove the obstacles preventing employee engagement, as this affects the performance of the organization.

### Recommendations

1. In light of this, the study suggests that management of organizations collaborate with their strategic plan to ensure the prudent use of resources allotted for engagement programs. When these programs are strategically planned, employee motivation will increase, which will enhance organizational performance.
2. Better working circumstances, such as improved access to clean drinking water and other amenities and medical care, will significantly lower employee job discontent, labor turnover, and frequency of employee strikes.
3. The annual financial allotment for employee motivation initiatives should be enhanced by the managers and administrators of the organization.

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