

Analyzing the Relationship between Employee Engagement and Job Performance

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Abstract

This study presents a brief overview of the research's investigation of the correlation between employee engagement and work performance. This observation underscores the interconnectedness of these two variables and their substantial influence on the achievement of an organization. The correlation between employee engagement and job performance is an intricate and mutually beneficial association. Employees that are actively involved, displaying strong dedication and motivation, are more likely to demonstrate superior work performance, so making a favorable impact on an organization's productivity and overall success. On the contrary, a lack of employee involvement can have adverse effects on job performance, hence presenting a multitude of difficulties for the firm. Comprehending and nurturing this association is crucial for organizations seeking to optimize their performance and establish a flourishing work milieu. The concept of worker engagement is not universally applicable and instead exhibits variations across different firms. Adopting a tailored approach that considers the unique cultural, operational, and strategic aspects of individual firms is crucial. Ultimately, organizations that prioritize and allocate resources towards fostering employee engagement are more inclined to see enhanced staff retention rates, heightened productivity levels, elevated customer satisfaction levels, and overall improved performance. Performance appraisals, peer reviews, and self-assessments are widely utilized methods by which employees examine their own work performance. The assessments serve as a foundation for managerial and supervisory decision-making pertaining to several aspects, including but not limited to, promotions, salary increments, and further professional growth opportunities. The performance of employees can be improved and their contribution to the overall success of the organization can be facilitated via the implementation of good management practices and the provision of support from their superiors.

Keywords: Employee Engagement, Job Performance, Organization, Relation, Performance

Introduction

The correlation between employee engagement and job performance is a fundamental and extensively examined facet of organizational psychology and management. Employee engagement is defined as the degree of emotional investment, fervor, and loyalty exhibited by an employee towards their occupation and the organization to which they are affiliated. In contrast, job performance refers to the level of excellence and productivity demonstrated by an individual in fulfilling their job responsibilities. The interconnection between these two notions is complicated and exerts a significant influence on the overall performance and efficacy of an organization. The interdependence between employee engagement and job performance is frequently characterized as symbiotic. When employees exhibit a high level of engagement, they have a tendency to demonstrate increased levels of productivity, efficiency, and creativity in their professional endeavors. The individual's dedication to the organization manifests in a propensity to exceed expectations, assume supplementary duties, and foster a constructive atmosphere within the workplace. Consequently, individuals are more inclined to exhibit optimal performance and continuously surpass or fulfill performance standards. On the contrary, in cases when employees lack engagement or experience low morale, there is a tendency for their job performance to decline. Individuals in this context may exhibit reduced levels of motivation, diminished ability to concentrate, and an increased propensity for committing errors. Insufficient levels of involvement can result in higher rates of employee absenteeism, increased turnover, and a decline in total productivity. In instances of this nature, firms may encounter elevated expenditures, heightened employee discontentment, and adverse effects on their financial performance.

A substantial body of literature and empirical evidence consistently supports the existence of a favorable relationship between employee engagement and work performance. Employees that are actively involved and committed to their work are more inclined to demonstrate innovative thinking, engage in collaborative efforts, and prioritize customer satisfaction (Baba, M. M., 2018). Frequently, individuals have elevated levels of job happiness, thus resulting in enhanced job performance. Organizations have the potential to augment employee engagement by using many techniques, such as facilitating skill development opportunities, cultivating a happy work atmosphere, acknowledging and incentivizing employees for their valuable contributions, and establishing transparent career growth trajectories. The function of effective leadership and communication is crucial in enhancing engagement and, consequently, work performance.

Employee engagement

One definition of employee engagement is the level to which an employee feels invested in, or "hooked on," the company for which they work. Workers who are invested in their jobs and their professions have a positive outlook on their work and on their teammates, and they are more likely to contribute their best efforts. Due to its potential impact on an organization's performance, productivity, and success as a whole, employee engagement is an integral part of human resources and management.

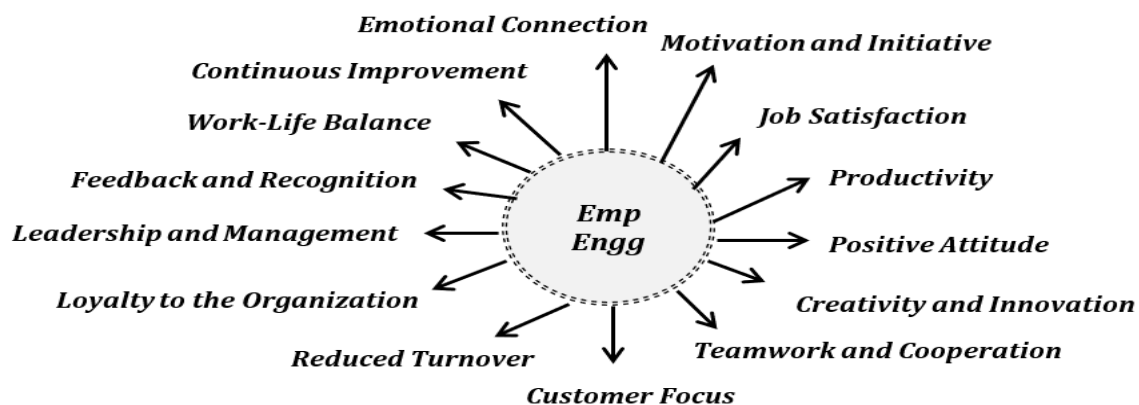


Figure 1: Attributes of Employee Engagement

The following is a list of important qualities and traits of engaged employees:

- ✓ Engaged workers feel a powerful emotional connection to both their work and the company in which they are employed. They have a feeling of belonging and purpose in their work, and they care about their occupations.
- ✓ Employees who are engaged in their work are motivated from inside. They carry out their responsibilities not just because they are required to, but also because they voluntarily choose to do so. They frequently go above and above, taking the initiative to enhance procedures or find solutions to difficulties.
- ✓ Employees that are actively engaged in their work have a greater likelihood of reporting higher levels of overall job satisfaction. Their level of engagement and dedication is influenced by how satisfied they are in their jobs.
- ✓ In general, engaged employees produce more than their less engaged counterparts. They are dedicated to their work, efficient, and effective in their responsibilities, all of which contribute to a good impact on the performance of a business.
- ✓ Employees who are engaged in their work are able to keep a positive attitude even in the face of difficulties. They have a greater capacity for bouncing back from adversity and handling stress more effectively.
- ✓ Engagement typically results in enhanced levels of both creative and inventive thinking because of the feedback loop that it sets up. Employees that are engaged in their work are more likely to offer novel suggestions, improvements, and solutions.
- ✓ Employees who are engaged in their work are more likely to get along with their coworkers, which in turn helps to develop effective teamwork and cooperation.
- ✓ Employees who are engaged in their work are attentive to the needs of customers and dedicated to delivering outstanding service. This has the potential to result in increased levels of satisfaction and loyalty among customers.
- ✓ Engaged workers frequently have a strong sense of loyalty to the organization they work for, which can result in long-term commitment and dedication.
- ✓ Leadership and management practices that are effective play a vital role in the development of employee engagement. It is crucial to have leadership that is encouraging, transparent, and empowering.
- ✓ Providing employees with consistent feedback, acknowledgment of their accomplishments, and chances for personal growth and professional development are critical components in sustaining and enhancing employee engagement.
- ✓ Companies that emphasize the need of maintaining a healthy balance between work and personal life are more likely to have engaged staff. Employee satisfaction and engagement can be improved by maintaining a healthy work-life balance.
- ✓ The engagement of workers is a process that occurs over time. The approaches that businesses take to increase employee participation ought to undergo constant evaluation and development.

Job Performance

The term "job performance" refers to the quality as well as the amount of work that is produced by an individual worker or team within an organization. It is an essential component of an employee's job, and it is frequently evaluated on the basis of the particular duties, responsibilities, and objectives that are connected to their position. Performance on the job is one of the most important aspects taken into account in human resource management. It is also one of the primary factors that is considered when calculating an employee's potential for promotion, level of pay, and overall value to a company (Kumar, Y., et.al., 2015).

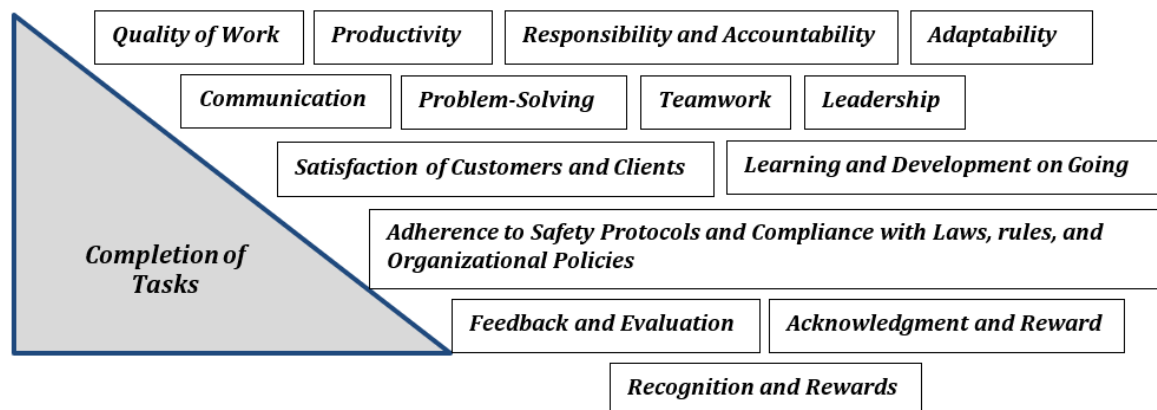


Figure2: Attributes of Job Performance

The following is a list of important factors and qualities of job performance:

- ✓ An employee's performance on the job is evaluated based on how well they are able to finish the tasks and assignments that are linked with their role. This involves not missing any deadlines, accomplishing the goals set out for the project, and providing deliverables.
- ✓ The standard of the work is an essential factor in determining how well an employee does their job. It refers to the degree of exactness, completeness, and precision that is present in the job that a person creates. Work of a high grade is sometimes used as a measurement of overall excellence.
- ✓ Productivity is a term that refers to the effectiveness with which an employee completes their work. It entails finishing work in a timely manner and making the most of the resources that are available to you.
- ✓ The willingness of an individual to accept responsibility for their work and to be accountable for the results, regardless of whether those results are positive or negative, is an important component of job performance.
- ✓ Adaptability is a key factor in successful job performance, particularly in contexts where conditions and expectations are constantly shifting. This is especially true in dynamic work situations.
- ✓ Communication is a key factor in job performance, and having strong communication skills, both verbal and written, is important. It is essential to have the capacity to communicate information in an understandable manner while also interacting with coworkers and other stakeholders
- ✓ The ability to recognize and address issues that arise on the job is frequently a need for successful performance. Employees who are able to come up with novel solutions are extremely valuable.
- ✓ The ability to collaborate with others and work well with them is an essential component of job performance, particularly in positions that involve a significant amount of collaboration from one another.
- ✓ The ability to lead, inspire, and direct a group of people toward accomplishing the goals of an organization is a requirement for work performance in roles requiring leadership.
- ✓ In positions that directly serve customers or clients, the level of job performance is intimately connected to the level of satisfaction and loyalty of those who are being serviced.
- ✓ Adherence to safety protocols and compliance with laws, rules, and organizational policies are both included in job performance.
- ✓ It is possible to improve one's performance on the job by continuously learning and developing new skills. Employees who are invested in furthering their education and professional development contribute to the success of both themselves and the organizations they work for (Dhani, P. (2017).
- ✓ It is essential to provide employees with regular feedback as well as performance evaluations in order to accurately analyze their work and offer direction on how they may improve.
- ✓ Employees can be motivated to continue generating extraordinary outcomes when they are acknowledged for their outstanding work and given prizes for their accomplishments.
- ✓ Performance appraisals, peer reviews, and self-assessments are common ways in which employees evaluate their own work performance. These evaluations are used as a basis for decision-making by managers and

supervisors regarding matters such as promotions, wage increases, and additional career development. Employees can enhance their performance on the job and contribute to the overall success of the firm with the assistance of effective management and support from their superiors (Sharma, B., et.al., 2017).

Review Literature

The fields of organizational psychology and management have conducted a significant amount of research on the topic of analyzing the connection that exists between engaged employees and increased levels of job performance. Insights into the linked nature of these two essential aspects of the workplace can be gleaned from the vast body of research that has been conducted on the topic. Research by Harter, Schmidt, and Hayes (2002), which was carried out by Gallup, indicated that there is a high association between employee engagement and corporate outcomes. They found that companies with staff who were more involved in their work had higher levels of productivity, profitability, and satisfaction among their customers. According to the research that Bakker and Demerouti (2007) conducted, there is a favorable correlation between job resources and job performance. These job resources include factors connected to employee engagement. It places an emphasis on the function that engagement plays as a mediator in the link that exists between job resources and performance. In their study, Christian, Garza, and Slaughter (2011) investigated the connection between the level of employee engagement and the level of job performance in the context of organizations in the public sector. They discovered that engaged individuals in the public sector displayed improved task performance as well as contextual performance. This finding highlights the importance of engagement in both job-specific and larger organizational contexts. Recent research conducted by Demerouti, Bakker, and Halbesleben (2015) looks further into the mechanisms that connect job engagement with improved performance. They stress the relevance of job crafting, personal resources, and contextual elements in improving engagement and, as a result, performance on the work. In addition, Shuck and Wollard (2010) made a significant contribution to the existing body of research with their study and explored how HRD (Human Resource Development) methods might influence employee engagement, which in turn influences job performance. This demonstrates the importance of HR strategies in the process of cultivating engagement. The authors of Wang and Hsieh (2013) conducted a meta-analysis in which they investigated the effect that authentic leadership plays in generating employee engagement. According to their findings, real leadership has a beneficial effect on employee engagement, which, in turn, has an effect on job performance. Collectively, these studies shed light on the symbiotic relationship that exists between engaged employees and high levels of job performance. Employees that are engaged in their work tend to demonstrate higher levels of job performance, which leads to improved outcomes for the firm. If an organization wants to improve its job performance, it should think about ways to increase employee engagement. Some of these methods include cultivating a happy work environment, offering employees chances for professional development, and recognizing and rewarding employees for their accomplishments.

Research Methodology

The research conducted with the aim to analyse the relation between employee engagement & job performance. For the sake of such research, the primary data has been collected from IT companies where total 120 valid responses has been taken for analysis. Descriptive statistics & correlation analysis has been done with the help of SPSS. The secondary sources has been gathered from different online sources such as articles, journals, websites etc. the research is both quantitative & qualitative in nature.

Hypothesis testing

H1: "There is no significant relationship between employee engagement and job performance"

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Table 1: Descriptive Statistics

Descriptive Statistics					
	N	Min..	Max..	Mean	Std._Dev...
Mutual Influence	120	1	5	4.12	.566
Positive Feedback Loop	120	1	5	4.36	.321
Emotional Connection	120	1	5	3.27	.370
Intrinsic Motivation	120	1	5	3.47	.344
Workplace Satisfaction	120	1	5	5.21	.875
Productivity	120	1	5	3.77	.712
Innovation and Creativity	120	1	5	4.38	.371
Teamwork and Collaboration	120	1	5	4.78	.561
Customer Focus	120	1	5	4.22	.382
Reduced Turnover	120	1	5	4.61	.348
Leadership Influence	120	1	5	3.96	.287
Measurement and Feedback	120	1	5	3.70	.292
Continuous Improvement	120	1	5	5.06	.569
Valid N (listwise)	120				

Table 1 provides descriptive statistics. For Mutual Influence, the N is 120, indicating that there were 120 valid responses. The minimum value is 1, the maximum value is 5, the mean is 4.12, and the standard deviation is .566. This suggests that Mutual Influence is generally rated highly by employees, with a mean score of 4.12 out of 5. For Positive Feedback Loop, the N is also 120. The minimum value is 1, the maximum value is 5, the mean is 4.36, and the standard deviation is .321. This suggests that Positive Feedback Loop is also rated highly by employees, with a mean score of 4.36 out of 5. For Emotional Connection, the N is again 120. The minimum value is 1, the maximum value is 5, the mean is 3 (rounded to the nearest whole number), and the standard deviation is not provided in the given text. This suggests that Emotional Connection is rated slightly lower than the other two factors, with a mean score of 3 out of 5. Table 1 provides a summary of the descriptive statistics for three factors that contribute to employee engagement. It suggests that Mutual Influence and Positive Feedback Loop are generally rated highly by employees, while Emotional Connection is rated slightly lower.

Table2: Correlations

		Employee engagement	Job performance
Employee engagement	Pearson Correlation	1	.874**
	Sig. (2-tailed)		.000
	N	120	120
Job performance	Pearson Correlation	.874**	1

	Sig. (2-tailed)	.000	
	N	120	120
**. Correlation is significant at the 0.01 level (2-tailed)			

The relationships between job performance and employee engagement are displayed in Table 2. For each correlation, the table provides the number of valid responses (N), significance levels, and Pearson correlation coefficients. Strong association exists between job performance and employee engagement, as evidenced by the Pearson correlation coefficient of .874 ($p < .01$). This indicates that work performance and employee engagement have a strong positive link. There were 120 valid responses for each variable, as indicated by the N values of the two variables, which are 120. According to Table 2, work performance and employee engagement are strongly positively correlated. Hence, the alternate hypothesis “There is a significant relationship between employee engagement and job performance” is accepted & null hypothesis “There is no significant relationship between employee engagement and job performance” is rejected.

Findings of the study

The correlation between employee engagement and job performance is complex, encompassing several traits and behaviors that exert influence on both individuals and businesses. The following are several significant discoveries derived from the research through rigorous analysis:

- Job performance and employee engagement are linked. Outstanding work performance can boost employee engagement. Improvements in one area frequently benefit the other.
- A positive feedback loop develops between engagement and performance. Engaged employees perform better, and seeing the results can strengthen their engagement.
- Employee engagement is generally linked to a deep emotional connection to the job and company. This emotional attachment can motivate workers to perform better.
- Engaged workers are more intrinsically motivated. They perform better because they enjoy their jobs. They need external rewards and punishments less.
- Job happiness and employee engagement are linked. Employee satisfaction improves performance and vice versa. Positive work environments and job satisfaction boost engagement and performance.
- Engaged workers produce more. They work more efficiently, effectively, and focused, which boosts productivity.
- Engaged workers are more creative and innovative. They are more inclined to innovate, problem-solve, and offer improvements, improving job performance.
- Engaged workers collaborate better. Employee teamwork and cooperation can improve workplace performance, especially in collaborative assignments.
- Engaged workers are more customer-focused and dedicated to outstanding service. This devotion can boost customer satisfaction and company performance.
- Engaged workers leave less often. Less turnover means lower recruitment and training costs and more employment security and consistency.
- Management and leadership styles affect job performance and engagement. Effective leadership encourages engagement and excellent performance.
- Companies measure employee engagement and job performance using metrics and feedback. Regular evaluation and feedback might assist discover improvement opportunities.
- Job performance and engagement change. To maximize productivity and performance, organizations should develop both areas continuously. Job performance and employee engagement are linked. Outstanding work performance can boost employee engagement. Improvements in one area frequently benefit the other.
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Conclusion

The correlation between employee engagement and job performance is a dynamic and mutually reinforcing phenomenon. Organizations that place a high value on and allocate resources towards fostering employee engagement often observe enhanced work performance, leading to heightened efficiency, innovation, and overall achievement. The recognition and cultivation of this association are vital in attaining corporate objectives and keeping a contented and efficient staff. Gaining insight into and effectively overseeing the correlation between employee engagement and job performance has significant importance for firms seeking to establish a flourishing, efficient, and enduring workplace milieu. Organizations can effectively attain their objectives by cultivating employee engagement and facilitating optimal job performance, while safeguarding the welfare and contentment of their personnel.

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