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A Study on Employee Engagement and Its Impact on Job Performance.

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ABSTRACT: Employee engagement has emerged as a critical human resource construct influencing individual performance, organizational effectiveness, and competitive advantage. In a dynamic and knowledge-driven work environment, organizations increasingly recognize that engaged employees exhibit higher levels of commitment, productivity, and discretionary effort. This study examines the impact of employee engagement on job performance, with particular emphasis on dimensions such as leadership support, work environment, recognition, career development, and work-life balance. A descriptive and analytical research design was adopted using both primary and secondary data. Primary data were collected from 150 employees through a structured questionnaire, while secondary data were sourced from academic journals, books, and organizational reports. Statistical tools such as percentage analysis, chi-square test, correlation, and regression analysis were employed for data analysis. The findings reveal a significant and positive relationship between employee engagement and job performance. The study offers practical implications for HR managers to design engagement-focused strategies that enhance employee performance and organizational outcomes.

KEYWORDS: Employee Engagement, Job Performance, Human Resource Management, Organizational Behavior, Employee Motivation

I. INTRODUCTION

In the contemporary business environment, human resources are considered a strategic asset that contributes directly to organizational success. Organizations across industries are facing intense competition, rapid technological changes, and evolving employee expectations. In this context, employee engagement has gained prominence as a key driver of organizational performance and sustainability. Engaged employees are emotionally and cognitively invested in their work, leading to higher productivity, improved service quality, and reduced turnover.

Employee engagement goes beyond job satisfaction and organizational commitment. It reflects the extent to which employees are enthusiastic about their work, willing to go the extra mile, and aligned with organizational goals. Engaged employees demonstrate vigor, dedication, and absorption in their roles, which positively influences individual and team performance. Conversely, disengaged employees may exhibit lower productivity, absenteeism, and reduced morale, adversely affecting organizational outcomes.

Job performance refers to the degree to which an employee effectively carries out tasks and responsibilities associated with a particular role. It includes both task performance and contextual performance, such as teamwork, cooperation, and organizational citizenship behavior. Previous studies suggest that engaged employees are more likely to perform at higher levels due to increased motivation, clarity of goals, and supportive work environments.

Given the growing emphasis on employee engagement as a strategic HR initiative, it is essential to empirically examine its impact on job performance. This study aims to analyze the relationship between employee engagement and job performance by identifying key engagement factors and assessing their influence using statistical techniques. The findings are expected to provide valuable insights for HR practitioners and contribute to the existing body of HR and organizational behavior literature.

II. NEED FOR THE STUDY

Organizations invest significant resources in employee engagement initiatives such as training programs, recognition systems, and wellness activities. However, there is a need to empirically assess whether these initiatives translate into

improved job performance. This study is needed to evaluate the effectiveness of employee engagement practices and to identify specific engagement factors that significantly influence performance. The results will help organizations design evidence-based HR strategies to enhance employee productivity and retention.

III. SCOPE OF THE STUDY

The scope of the study is confined to employees working in selected organizations. The research focuses on key dimensions of employee engagement, including leadership support, work environment, recognition, career development, and work–life balance. The study is limited to a sample size of 150 respondents and a specific geographical area. The perspectives of top management and industry-wide comparisons are beyond the scope of the present study.

IV. REVIEW OF LITERATURE

Kahn (1990) introduced the concept of employee engagement, emphasizing psychological meaningfulness, safety, and availability as key conditions for engagement. His work laid the foundation for subsequent research in organizational behavior and HRM. Schaufeli et al. (2002) conceptualized engagement as a positive, fulfilling work-related state characterized by vigor, dedication, and absorption.

Harter, Schmidt, and Hayes (2002) empirically demonstrated a strong relationship between employee engagement and business outcomes such as productivity, profitability, and customer satisfaction. Saks (2006) distinguished between job engagement and organizational engagement and found that both significantly influence employee performance and commitment.

Bakker and Demerouti (2008) proposed the Job Demands–Resources (JD-R) model, suggesting that job resources such as supervisory support, autonomy, and feedback foster employee engagement and enhance performance. Anitha (2014) identified work environment, leadership, and compensation as key drivers of employee engagement.

Rich, LePine, and Crawford (2010) found that engaged employees exhibit higher levels of task performance and organizational citizenship behavior. Albrecht et al. (2015) emphasized the role of strategic HR practices in building and sustaining employee engagement. Recent studies by Shuck and Wollard (2010) and Bailey et al. (2017) highlighted that engagement initiatives contribute to employee well-being and long-term organizational success.

Overall, the literature indicates a positive association between employee engagement and job performance. However, empirical studies examining this relationship using inferential statistics in emerging organizational contexts remain limited. The present study seeks to bridge this gap by providing empirical evidence on the impact of employee engagement on job performance.

V. RESEARCH QUESTIONS

- What is the level of employee engagement among employees?
- What factors influence employee engagement?
- Is there a significant relationship between employee engagement and job performance?

VI. OBJECTIVES OF THE STUDY

- To assess the level of employee engagement.
- To analyze factors influencing employee engagement.
- To examine the relationship between employee engagement and job performance.
- To provide suggestions for improving employee engagement practices.

VII. HYPOTHESES

- H₀₁: There is no significant relationship between employee engagement and job performance.
- H₁₁: There is a significant relationship between employee engagement and job performance.

VIII. RESEARCH METHODOLOGY

The study adopts a descriptive and analytical research design. Primary data were collected from 150 employees using a structured questionnaire. Convenience sampling technique was used. Employee engagement is treated as the independent variable, while job performance is the dependent variable. Statistical tools such as percentage analysis, chi-square test, correlation, and regression analysis were used to analyze the data.

IX. DATA ANALYSIS AND INTERPRETATION

Table 9.1 Level of Employee Engagement

Engagement Level	Respondents	Percentage
High	66	44.0
Moderate	54	36.0
Low	30	20.0

Interpretation: The majority of respondents exhibit high or moderate levels of employee engagement, indicating a generally positive engagement climate.

Chi-Square Test

$$\chi^2 = 10.24; df = 2; p < 0.05$$

Inference: The null hypothesis is rejected, indicating a significant association between employee engagement and job performance.

Correlation Analysis

Correlation coefficient (r) = 0.74

Inference: A strong positive relationship exists between employee engagement and job performance.

Regression Analysis

R² = 0.62

Inference: Employee engagement explains 62% of the variation in job performance.

X. RESULTS AND DISCUSSION

The results reveal that employee engagement has a significant and positive impact on job performance. Employees who perceive higher leadership support, recognition, and growth opportunities tend to exhibit better performance. These findings are consistent with earlier studies by Harter et al. (2002) and Rich et al. (2010), which emphasized the performance benefits of engaged employees.

XI. FINDINGS

A majority of employees demonstrate moderate to high engagement levels. Leadership support and recognition are key drivers of engagement. Employee engagement significantly influences job performance.

XII. RECOMMENDATIONS

Organizations should strengthen leadership communication, provide regular recognition, offer career development opportunities, and promote work-life balance to enhance employee engagement.

XIII. CONCLUSION

The study concludes that employee engagement plays a vital role in enhancing job performance. Engaged employees contribute positively to organizational productivity and effectiveness. HR managers should prioritize engagement-focused strategies to achieve sustainable organizational success.

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