

EMPLOYEE ENGAGEMENT - IMPACT ON BUSINESS PERFORMANCE

ABSTRACT

Employee engagement has been recognized as a critical factor for achieving organizational success, as it fosters a positive work environment, enhances productivity, and reduces employee turnover. This research aims to examine employee engagement's impact on business performance by analyzing existing literature, conducting surveys, and analyzing data. The research will also explore factors contributing to employee engagement, including leadership, communication, recognition, and organizational culture. The research includes the use of both qualitative and quantitative methods, i.e., interviews and a survey. The findings of this study will provide insights into how organizations can improve their employee engagement strategies to boost business performance and achieve sustainable growth.

KEYWORDS: Employee engagement, business performance, business productivity, work environment, workers engagement.

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Chapter 1- Introduction

Introduction

“Employee engagement” is a crucial aspect in defining the level of commitment and connection employees feel toward their job, colleagues, and organization. It plays a pivotal role in achieving organizational success, as affianced staffs are more likely to be motivated, creative, and content with their work. In return, this can profoundly impact business performance, such as higher profitability, customer satisfaction, and employee retention. One of the primary benefits of employee engagement is enhanced productivity. Engaged employees tend to be more proactive, initiative-driven, and willing to meet their targets beyond the call of duty. They are also more focused, dedicated, and enthusiastic about their work, resulting in higher levels of performance and productivity. This leads to increased

profitability for the organization as employees become more efficient, effective, and capable of producing higher-quality outputs (Ismail, Iqbal and Nasr 2019).

Moreover, employee engagement also positively affects customer satisfaction. Engaged employees are likely to provide exceptional customer service, striving to ensure the customer's happiness. They are also friendly, helpful, and well-versed in the products and services offered, contributing to increased customer loyalty, repeat business, and positive recommendations, all of which support organizational success. In addition, “employee engagement” plays a significant part in worker retention. Engaged staff are more inclined to stay with the group long-term, content with their work, and committed to the government's mission and values. This helps reduce employee turnover, which can be expensive and disruptive to the organization. Retaining engaged employees also reduces the time and cost of recruiting and training new employees.

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Overall, “employee engagement” is a vital aspect of driving business efficiency. Involved staff are extra creative, provide superior client support, and are extra likely to remain with the group in the long run. These outcomes contribute to enhanced profitability, customer satisfaction, and employee retention, all of which support organizational success. Therefore, organizations need to prioritize employee engagement by providing development opportunities, recognition, and participation in managerial processes, leading to the formation of a culture of worker appointment (Riyanto, Endri and Herlisha 2021).

Research Context and Background

Employee engagement is a vital aspect of an organization's success, encompassing commitment, dedication, and enthusiasm demonstrated by employees toward their work, organization, and goals. In the contemporary business environment, several factors have contributed to the growing importance

of “employee engagement,” such as the altering nature of the effort, the rise of knowledgebased economies, and the increasing significance of talent management.

Background

Studies have demonstrated that administrations with high stages of “employee engagement” are inclined to outperform their competitors in areas such as revenue growth, profitability, client gratification, and worker retention. In contrast, governments with low levels of engagement may face such problems as low productivity, high turnover rates, and poor customer service. Therefore, this investigation’s goals are to explore the impact of “employee engagement” on business performance and identify effective strategies that organizations can utilize to enhance engagement levels (Riyanto, Endri and Herlisha 2021).

Research Contents:

The research will examine the following areas:

Definition and Measurement of Employee Engagement:

The research will begin by defining employee engagement and exploring the various models and frameworks used to measure engagement levels. This will involve an appraisal of the present works on “employee engagement,” including the critical concepts, theories, and empirical evidence.

Impact of Employee Engagement on Business Performance:

The research will then explore the association among “employee engagement” and business performance, focusing on areas such as efficiency, innovation, client service, and economic performance. This will involve a review of the existing empirical studies and meta-analyses that have examined the link between engagement and business outcomes.

Drivers of Employee Engagement:

The research will identify the key drivers of employee engagement, including factors such as leadership, organizational culture, job design, rewards and recognition, and employee development. This will involve an evaluation of the current work on worker engagement and a synthesis of the key findings.

Strategies for Enhancing Employee Engagement:

The research will identify and evaluate the various plans that organizations can use to enhance “employee engagement” levels. This will involve an appraisal of the present works on engagement interventions, including the effectiveness of various approaches such as training and development, leadership coaching, rewards and recognition, and organizational culture change.

Challenges and Limitations of Employee Engagement:

Finally, the research will examine the challenges and limitations of employee engagement, including the potential trade-offs between engagement and other organizational goals such as cost reduction and efficiency. This will involve a critical investigation of the existing works on “employee engagement” and a synthesis of the key issues and debates (Decuyper and Schaufeli 2020).

Significance of the Research

The research on employee engagement and its impact on business performance is significant for many reasons.

Firstly, “employee engagement” has been identified as a serious driver of organizational achievement. Studies have shown that engaged employees tend to be more productive, innovative, and customer-focused and are less likely to leave the organization. Therefore, understanding the issues that underwrite employee engagement and the plans that organizations can use to improve appointment levels is essential for achieving business objectives. Secondly, the research can help organizations to identify areas of improvement in their engagement strategies. By exploring the drivers of appointment

and the effectiveness of various interventions, organizations can classify gaps in their current approaches and develop targeted strategies to address them. This can lead to improved employee satisfaction, retention, and productivity, which in turn can drive business performance.

Thirdly, the research can help organizations to justify their investment in employee engagement initiatives. By demonstrating the link between appointment and business performance, organizations can make a robust commercial circumstance for investing in “employee engagement” initiatives, such as training and development programs, leadership coaching, and culture change initiatives. This can help to secure buy-in from senior leaders and stakeholders and ensure that engagement initiatives are prioritized and adequately resourced. Fourthly, the research can help to inform policy and practice in the area of employee engagement. By synthesizing the existing literature and empirical evidence, this research can provide a valuable resource for policymakers and practitioners seeking to enhance employee engagement levels in their organizations. This can lead to the development of evidencebased policies and practices that are more likely to achieve the desired outcomes (Guan and Frenkel 2019).

Finally, the research can contribute to the broader academic literature on employee engagement and its impact on business performance. By synthesizing the existing research and identifying areas of gaps and future research, the research can help to advance the field and provide guidance for future studies. This can lead to a better understanding of the issues that underwrite employee engagement and the plans that governments can use to enhance engagement levels, which can ultimately lead to improved business performance. In the end, the research on employee engagement and its impact on business performance is significant for organizations, policymakers, practitioners, and academics. By providing a comprehensive overview of the topic, the research can help organizations to improve their engagement strategies, justify their investment in engagement initiatives, and achieve better business performance. It can also inform policy and practice in the area of employee engagement and contribute to the broader academic literature on the topic (Borst, et al. 2020).

Research Aims and Objectives

The main objective of researching the effect of “employee engagement” on business performance is to understand the association between these two variable quantities and identify ways to improve business outcomes through increased employee engagement. This research aims to explore the factors that contribute to employee engagement and how they can impact various performance indicators such as productivity, customer satisfaction, and profitability (Cenkci, Bircan and Zimmerman 2021).

One key impartiality of this investigation is to study the factors that contribute to employee engagement. These factors include occupational gratification, work-life stability, and career growth opportunities. By understanding these factors, organizations can identify areas for improvement in their employee engagement strategies. This, in turn, can lead to increased employee satisfaction, retention, and productivity, ultimately driving business performance. Another objective of this investigation is to measure the influence of “employee engagement” on various corporate performance indicators. This can help organizations quantify the benefits of investing in employee engagement and make informed decisions about resource allocation. For instance, administrations with higher levels of “employee engagement” tend to have more yield, better client gratification, and increased profitability. This indicates that investing in employee engagement can be a strategic way to improve business outcomes (Paais and Pattiruhu 2020).

Furthermore, researching employee engagement can help organizations identify best practices and successful strategies for engaging employees. This can be achieved by analyzing case studies and examples from other organizations that have achieved high levels of employee engagement and positive business outcomes. By learning from successful examples, organizations can adopt similar strategies and implement changes to their management practices, employee recognition programs, and communication strategies to improve their employee engagement practices. The ultimate objective of researching employee engagement and its impact on business performance is to develop

recommendations for organizations to improve their employee engagement practices and ultimately achieve better business results. These recommendations may include changes to management practices, employee recognition programs, and communication strategies, among others. By implementing these recommendations, organizations can increase employee engagement, ultimately leading to improved business outcomes.

In the end, the objective of researching employee engagement and its influence on business performance is to comprehend the association among these two variables and identify ways to improve business outcomes through increased employee engagement. This can be achieved by investigating the factors that underwrite “employee engagement,” measuring the effect of “employee engagement” on business efficiency indicators, identifying best practices and successful strategies for engaging employees, and developing recommendations for organizations to improve their employee engagement practices. Ultimately, the aim is to provide organizations with a healthier sympathy for the position of worker engagement and the possible assistance it can bring to their corporate performance (Aggarwal, et al. 2020).

Research Questions

- What is the relationship between employee engagement and business performance?
- To what extent does employee engagement affect key business outcomes such as productivity, profitability, and customer satisfaction?
- What are the factors that influence employee engagement, and how can they be leveraged to enhance business performance?

Research Approach

“Employee engagement” refers to a worker's level of enthusiasm, pledge, and participation toward their work and organization. Its direct impact on business performance is well-established. Therefore,

this research aims to explore the association between “employee engagement” and corporate performance and develop an investigative approach to effectively investigate this connection (Lestari, et al. 2020).

Review of Related Literature

The literature on employee engagement highlights its significance in organizational performance. Engaged employees are more productive, innovative, and committed, resulting in improved business outcomes, including higher profitability, customer satisfaction, and reduced employee turnover.

Nevertheless, the literature also suggests that several factors influence employee engagement, such as organizational culture, job design, leadership style, and employee recognition, among others (Lestari, et al. 2020).

Research Questions:

- How does employee engagement relate to business performance?
- To what degree does employee engagement influence crucial business outcomes such as customer satisfaction, productivity, and profitability?
- What factors impact employee engagement, and how can they be utilized to enhance business performance?

Research Method:

The research design is a “mixed-method approach” that involves both “qualitative and quantitative methods.” Surveys and interviews with employees and managers from various organizations will be conducted to collect data. The survey will measure employee engagement levels using a Likert scale, and the interview will gain a more profound sympathy of the factors that influence “employee engagement” and the best practices for increasing engagement levels.

Sampling Strategy:

The sampling method will be convenient sampling, targeting employees and managers from small, medium, and large enterprises. The sample size will be around 100 participants for the survey, and 4 participants for interviews, providing sufficient data for analysis (Chawla 2020).

Data Analysis:

The data collected from surveys and interviews will undergo thematic analysis. Pie charts will be used to examine the survey results, while thematic analysis will be used to analyze the interview data.

Ethical Considerations:

“Ethical considerations” will be taken into explanation when leading this investigation. Contributors will be knowledgeable of the study's drive and their right to remove it at any time. Confidentiality will be ensured, and the information composed will be utilized for investigation drives only.

Limitations:

This research has limitations to consider. Firstly, the “sample size” is comparatively small, preventing the generalizability of the results. Secondly, the study is conducted in a particular geographical location, which may not represent other regions. Lastly, the study trusts “self-reported data,” which may be subject to prejudices and imprecisions. In the end, this investigation aims to examine the association between “employee engagement” and business performance, utilizing a mixed-method approach to comprehensively analyze the issues that impact “employee engagement” and the best practices for enhancing it. The findings will deliver valued visions for administrations to recover their corporate performance by increasing “employee engagement” levels (Adnan Bataineh 2019).

Research Gaps

Employee engagement is a crucial factor in determining the overall success and performance of an organization. The concept of employee engagement is often linked to the emotional connection and

level of commitment that employees have toward their organization. In recent years, there has been a growing interest in understanding the impact of employee engagement on business performance. However, despite the significant research conducted in this area, there are still gaps in our understanding of the relationship between employee engagement and business performance. This essay aims to highlight some of the critical research gaps in this area.

One of the primary research gaps in this area is the lack of a clear and consistent definition of employee engagement. Many researchers have defined employee engagement in different ways, leading to confusion and inconsistencies in research findings. Some definitions of employee engagement focus on employee commitment and motivation, while others focus on employee satisfaction and wellbeing. This lack of clarity in defining employee engagement makes it challenging to develop a standardized framework for measuring employee engagement and its impact on business performance (Asif, et al. 2019).

Another significant research gap in this area is the limited understanding of the mechanisms that link employee engagement to business performance. While there is a consensus that engaged employees can positively impact the bottom line, the specific ways in which this occurs are not well understood. For instance, it is unclear whether employee engagement leads to increased productivity, higher job satisfaction, reduced absenteeism, or better customer service. A more comprehensive understanding of these mechanisms can provide organizations with valuable insights into how they can improve their business performance through employee engagement. Additionally, most research on employee engagement and business performance has focused on large organizations, neglecting small and medium-sized enterprises (SMEs). SMEs play a crucial role in driving economic growth and job creation globally. However, due to their limited resources, SMEs may face unique challenges when it comes to engaging their employees. For instance, they may have limited budgets for employee training and development, making it challenging to create a culture of engagement.

Further research is needed to understand the impact of employee engagement on business performance in SMEs and identify strategies that can help SMEs engage their employees effectively. Moreover, there is limited research on the impact of employee engagement on the performance of different types of industries. The nature of work and the kind of industry can influence the level of employee engagement and its impact on business performance. For instance, the impact of employee engagement on business performance may be more significant in service-based industries than in manufacturing industries. Further research is needed to examine the relationship between employee engagement and business performance in different types of industries and how this relationship may vary across industries (Dubbelt, Demerouti and Rispens 2019).

Research Contribution

The link between “employee engagement” and business productivity has been a subject of significant attention and investigation in past years. The concept of employee engagement is widely recognized as an essential issue in defining the achievement and performance of organizations. A rising body of investigation has inspected the influence of employee appointment on various aspects of business performance, including productivity, profitability, customer satisfaction, and employee retention. The contribution of this research has been significant in several ways.

First, research in this area has provided evidence to support the notion that employee engagement can have an optimistic influence on business performance. Studies have consistently shown that administrations with high heights of “employee engagement” tend to have advanced stages of productivity, profitability, and “customer satisfaction” and lower levels of employee turnover and absenteeism. This evidence has provided a strong business case for organizations to invest in employee engagement initiatives as a means of improving their overall performance. Second, research on employee engagement has helped to develop an improved consideration of the issues that underwrite “employee engagement.” Studies have identified various drivers of employee engagement,

including job autonomy, meaningful work, opportunities for development and growth, supportive leadership, and a positive organizational culture. This knowledge has enabled organizations to develop effective employee engagement strategies tailored to their specific needs and circumstances.

Finally, a study on “employee engagement” has highlighted the importance of effective communication and leadership in driving employee engagement. Studies have shown that leaders who communicate effectively and demonstrate supportive behavior are likelier to create an engaged workforce. This knowledge has led to the development of leadership exercise programs that emphasize building communication and leadership skills to drive employee engagement (Barreiro and Treglown 2020).

Chapter 2- Literature Review

Introduction

In recent years, employee engagement and its impact on the organization’s performance has emerged as a primary focus of business and HR. Yet, there is a lack of critical academic literature on the subject, and very little is known about the impact that management may have on employee engagement. Many organizations are considering improving engagement, but few understand what factors contribute to improving it. There is not yet a universally accepted definition of "engagement," but it has been operationalized and measured in several different ways. This study of the literature looked at things like scholarly publications, working papers, and textbooks on the topic of employee engagement. Articles were uncovered by using the journal database search tools on websites like research gate, academia.edu, Sciencedirect.com, etc. According to the analysis, the number of unmotivated workers outnumbered those who are enthusiastic about their jobs. Despite this, a sizable number of businesses put their faith in employee engagement as the key to success in the marketplace (Ahmed, et al. 2020).

There seems to be a substantial connection between employee engagement, employee performance, and company outcomes, as shown by the findings of many research groups and individual businesses. Employees are more likely to feel invested in the company if they have open lines of contact with management, are given regular opportunities to share their opinions, and believe in the dedication of their immediate supervisors. Although major engagement factors have been discovered, it is also apparent that a cookie-cutter approach would not work. In addition to highlighting areas that need further research, this overview highlights gaps and concerns that have been overlooked so far. There is a paucity of studies on the factors that predict engagement and whether treatments, such as teaching managers to communicate better, can assist in boosting engagement. Individual variations and the influence of confounding factors like personality on participation deserve special attention in future studies. Lastly, most studies have been done in the United States; therefore, researchers should broaden their focus to other nations to learn more about employee engagement and its effect on an organization's performance.

The purpose of this literature review is to contribute to the present state of knowledge by doing a critical analysis of the available literature on employee engagement and offering a reflective perspective on the ongoing debates and discoveries in this area. So, it tackles worries about the lack of consensus on what engagement is and how its related difficulties might be managed. The CIPD's research has consistently shown that management style, morale, and productivity are all interconnected. In addition, research shows that engaged workers produce better results than their less invested competitors. Recent studies in the UK and elsewhere demonstrate, however, that disengaged workers now outnumber those who are fully invested in their companies. Participation on the part of employees may and does have an effect. Yet, there is much debate about the meaning of the term "engagement," how it should be put into practice, and even whether the concept has any empirical basis. However, the literature is not very advanced, and the idea of employee engagement and its

influence on the Organization's performance is still in its early stages. Therefore, it is clear that academic study lags behind practice (Heslina and Syahrani 2021).

Relationship between Employee Engagement and Organizational Performance

Thitivesa, & Phumdara have verified that engagement has two sides: one for sharing information between workers and supervisors and another for pointing out workers' flaws so they may be addressed with more effort. Management's efforts to ensure worker happiness pay off in terms of productivity for the business. Management and financial staff calculate the economic advantages of the project's actions to give results for an organization that processed profits and maintained revenues. Studies tend to place less emphasis on non-monetary factors like worker satisfaction and engagement, even though these factors have a significant influence on employees' loyalty to a company. An organization's dedication to excellence is enhanced when its employees are enthusiastic about their work. Competition and the promotion of organizational profitability rely heavily on the recognition of employee attitudes. According to studies, businesses should expose their strategic planning concepts and exhibit their employees' dedication to the company's success. Significant returns for this investment are possible with careful and productive performance and enthusiastic participation from our staff, which will have a positive impact on our stakeholders as well as our communities (Ismail, Iqbal and Nasr 2019).

Although Ismail and others claimed that human issues were being overlooked, Now know that customer satisfaction is more productive and committed to the organization's mission. Yet, the poll indicates that management is challenged in their efforts to boost organizational performance due to their inability to consider the non-financial aspects of human capital that are essential to maintaining a healthy work environment and maximizing organizational output. The degree to which workers are invested in their company is also correlated with its success. Employees that are content and

committed at work provide their company with an extensive and obvious competitive edge. Employees who are involved in more facets of the business are less likely to leave the firm or take an extended leave of absence.

The company benefits significantly from the employees' drive and determination, which leads to excellent results. Absorption is defined as a lack of cultural curiosity, an intense focus on one's task, and an unconscious disregard for the passing of time. When a worker gets involved in their task to the point that they have problems breaking away from it, we say that they have gotten absorbed in what they are doing. The monetary worth of workers is often a consideration considered by organizations. In evaluating their effectiveness, businesses may and should consider both monetary and nonmonetary factors. Factors outside of financial stability may improve an organization's effectiveness regardless of its size or industry (Sun and Bunchapattanasakda 2019).

Employee engagement has been linked favorably to a variety of business outcomes, including worker retention, profit, safety, and customer satisfaction, among others. If companies can get their workers more invested in their work, they can boost productivity (by as much as 20 percent in real terms) and decrease turnover (by as much as 87 percent). Gallup's results show that the level of employee engagement varies considerably, not just across countries but also between socioeconomic sectors and occupations within a given nation. Gallup's research, which surveyed 49,928 businesses and organizations covering approximately 1.4 million employees in 192 companies and organizations across forty-nine industries and 34 countries, demonstrates that employee engagement has a strong connection to important organizational outcomes regardless of the state of the economy and that it emerges as a significant competitive differentiator for businesses even in times of economic crisis.

Gallup found that highly engaged firms grew their profits per share (EPS) by 3.9 times faster than their less engaged industry peers. Organizational success, employee output, customer satisfaction,

employee loyalty, employee retention, and public support for the company are all indicators of employee engagement or disengagement. An engaged worker actively seeks to exceed their assigned responsibilities to benefit the company. The prosperity of every business relies heavily on its employees' dedication to the company's mission. Based on his research, Kahn hypothesized that when people are very invested in their work, it benefits them personally and the company as a whole (Riyanto, Endri and Herlisha 2019). Customer happiness, productivity, profit, employee turnover, good work attitudes, individual health, extra-role activities, performance, and management effectiveness are all correlated with employee engagement, according to academic research.

Outcomes of Employee Engagement

Nowadays, the link between employee engagement and organizational performance is the primary focus of study on the effects of employee engagement. This is followed by individual performance. Employees that are committed to their jobs tend to put in more effort, have greater health, and produce superior results. Dedicated workers report greater job satisfaction, more loyalty to the company, and a lower propensity to look for employment elsewhere. Workers that are committed to their work have optimistic attitudes. Generally, committed workers exhibit more proactive actions and a higher willingness to pay. This is supported by data from research conducted on Dutch workers, which found that actively involved workers were more likely to get overtime pay than their less involved counterparts (Saks 2019).

Salanova and others looked at how factors such as organizational resources, employee engagement, and performance were interconnected. Organizational resources may positively affect employee engagement, which in turn can improve employee performance, according to a study of 342 workers at 114 hotels (Martinez, Salanova and Cruz-Ortiz 2020). Saks found that the level of employee engagement correlates positively with good corporate citizenship practices based on his survey of 102 workers from various companies (Saks 2019). Bakker and Demerouti's theoretical model predicts that

when workers are invested in their jobs, it improves their performance outside of their normal responsibilities. An uptick in productivity has been linked to a higher level of employee enthusiasm, according to one body of empirical study (Van den Heuvel, et al. 2020).

Martinez et al. discovered through his research on the quality of service provided by hotels and restaurants that the level of employee engagement can have an impact on the service climate of an organization, which in turn can have an impact on the performance of its employees and the loyalty of its patrons (Martinez, Salanova and Cruz-Ortiz 2020). A study by Wyatt Consulting found that a company's level of employee engagement had a direct impact on its bottom line. For three years, the average return to shareholders for workers with low involvement (76%), medium engagement (90%), and high engagement (112%) is 76%, 90%, and 112%, respectively (Vyas 2023). According to Sugandha Joshi, a company's bottom line might benefit from an engaged workforce (Joshi 2022). Harter concluded, after years of empirical research, that employee engagement is a "soft index that influences organizational performance" and is connected to the five primary indicators of organizational success: productivity, profitability, customer loyalty, staff retention, and security.

Organizational Outcomes

Employee involvement has been found to positively affect customer happiness, productivity, profit, staff retention, and safety. The level of employee involvement impacted each of the aforementioned factors favorably. That's why so many businesses are spending money on their employees' brainpower: to help them operate at their best (Albrecht, Green. and Marty 2021). This section attempts to investigate the many individual, social, and organizational results of participation.

Employee Retention

Many studies have shown that an employee's level of involvement might affect whether they plan to leave their current position. Towers Perrin, an HR consulting firm, discovered that highly engaged

workers are less likely to leave their positions. According to Kim's findings, engagement levels predict if an employee will remain with the company (Kim and Kim 2021).

Bottom Line Profit

Several studies have shown a correlation between employee engagement and Organizational Performance. Turner argues that workers contribute much more to organizational results in the form of increased productivity when they feel connected and dedicated to the company. This is supported by Hewitt Associates' research, which links employee enthusiasm with financial success. Success is measured by increased productivity, revenues, and consumer devotion, as well as by the capacity to keep existing clients (Turner 2020).

Customer Loyalty

Salanova and others found that both the availability of resources within an organization and the level of employee engagement had an impact on the service climate, which in turn affected employee performance (as evaluated by customers), ultimately increasing loyalty and satisfaction of the customer. An enthusiastic worker places a premium on client satisfaction in the hopes that repeat business will result in higher earnings. Sales and income might develop thanks to the efforts of such workers, who succeed in gaining the loyalty of their customers.

Successful Organizational Change

Since doing nothing, measures taken by top management teams or external consultants had inconsistent results, researchers believe that employee involvement could play an essential role in the implementation of organizational transformation. According to Albrecht and others, a company's ability to adapt to new circumstances depends in large part on how willing its employees are to take part in such efforts (Albrecht, Green. and Marty 2021).

Manager Self-efficacy

According to studies conducted by Sugandha & Joshi, a manager's self-efficacy can be improved through exposure to positive feedback and the experience of personal growth and achievement, and this, in turn, can have a positive effect on the level of engagement and productivity among their direct reports (Joshi 2022). Good organizational performance is a direct result of high levels of both employee engagement and self-efficacy. There is a positive correlation between employee engagement and manager performance, and learning to improve one's self-efficacy is a great way to improve both workplace outcomes and managerial growth.

Advocacy of the Organization

Engaged workers are more inclined to recommend their employer to others and to promote the company's goods and services themselves. Penna also discovered that certain companies have extremely unmotivated workers that deter potential new hires. Corporate terrorists are the persons responsible for this behavior (Turner 2020).

Effective Action

According to the definition of productive behavior, it refers to member behavior that positively advances the achievement of the organization's goals and objectives. It is an organization's representative behavioral performance that can be broken down into three categories: OCB, innovative behavior, and job performance. While the expectation of a formal reward may motivate productive behavior, organizational behavior is demonstrated when team members perform tasks that are outside the scope of their official job descriptions. In the absence of loyalty and trust in the organization, this behavior is unlikely to be displayed. According to Park, behavioral performance within the CSR-friendly organization may also be used to measure productive behavior because work engagement can influence attitudes that support CSV and CSR within the organization (Park 2020).

Employee Productivity

Most corporate organizations analyze performance factors in terms of shareholder, market, and financial value. Shaw (2005) defined employee productivity as "a set of financial and non-financial indicators that provide information on the degree of achievement of objectives and results." Productivity is dynamic, and it requires judgment and interpretation. Productivity can be interpreted differently depending on who is evaluating the organization's performance, i.e., differently by someone inside the organization versus someone outside the organization. Additionally, to report on the performance level of an organization, it would be necessary to be able to quantify the outcome. Productivity, according to Ofoburuku and Nwakoby (2015), is the "relationship between the output generated by a production or service system and the input provided to create the output." Numerous internal and external factors affect an employee's productivity (Makinde, Tayo and Olaniyan 2018). According to Kahn, an engaged workforce yields better results. Employees who are involved in their job are more productive than those who are not because they are more likely to learn new things, take advantage of opportunities, go the additional mile, support the firm, and mentor others. The most dedicated workers in a survey of 50,000 people performed 20% better than their peers (Joshi 2022).

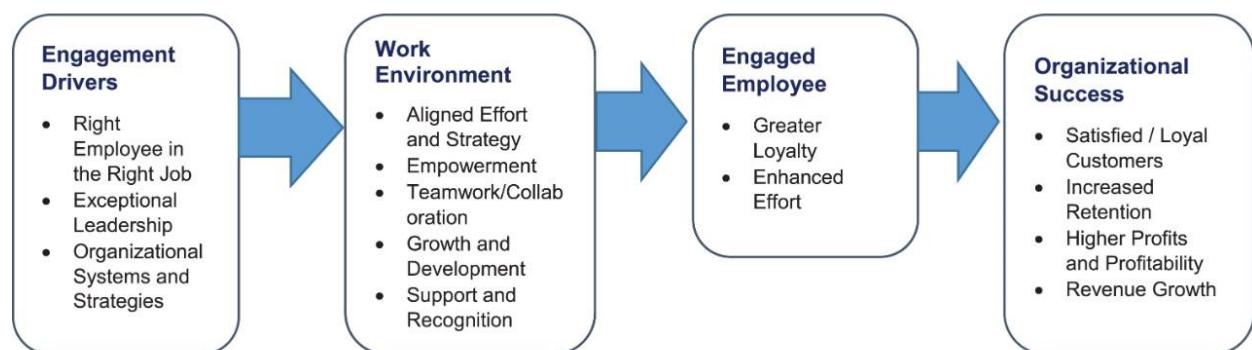


Figure 1: Positive Impact of Employee Engagement on the organizational success

Source: <https://content.iospress.com/articles/human-systems-management/hsm201052>

Employee Outcomes

Discretionary Effort

Employees that are willing to go above and beyond their required duties are exhibiting performance-driven behavior known as discretionary effort. An engaged employee's positive behavioral (emotional and cognitive) outcomes at work, such as discretionary effort, are valued by the Corporate Leadership Council. Discretionary effort is a key organization item responsible for increased productivity and profitability (Joshi 2022).

Meeting Expectations

Unemployment rates, absenteeism, uncertainty, ambiguity, and increased anxiety have all resulted from the tremendous shift in the business sector in the previous two decades as a consequence of mergers, acquisitions, and downsizing in many firms. Employees are more likely to put out maximum effort when they have a solid foundation upon which to build their commitment to the company's goals. When a person uses and expresses their preferred self in a given situation, it results in actions that bring to life the connection between who they are and the roles they play. Employees who are invested in their job are more likely to foster an environment conducive to their mental health and productivity.

Health and Well-being

If an employee is enthusiastic about their work, they are more likely to feel fulfilled in their position and show devotion to their employer. A favorable outlook on one's job and the company as a whole, as well as improvements in physical health, have been linked to employee engagement. It has been shown that engaged workers are more likely to practice preventative health measures and have a more balanced lifestyle than their less involved or actively disengaged counterparts (Faeq and Khalid 2022).

Employee Engagement Factors that Leveraged to Enhance the Organization's Performance

The level of employee involvement is a key predictor of company success. Workers that are invested in their work perform better and show greater loyalty to their employers. In this overview of the relevant research, we will investigate the elements that contribute to employee engagement and how they might be used to boost organizational effectiveness.

Organizational Culture

One other thing that may be used to improve company results via employee engagement is the organization's culture. Employees are more invested in their work if the company culture is good and encouraging. Employees who feel valued and supported at work are more likely to do their best for the company, which in turn benefits customers. Companies with strong cultures of cooperation, defined missions, and care for their workers are more likely to have dedicated staff members.

Increased productivity and morale in the workplace may result from such efforts (Chen and Min 2019).

Leadership

An organization's performance may be improved via the use of effective leadership since it influences the level of employee engagement. Leaders who can instill a sense of purpose and enthusiasm in their teams are more likely to have committed workers on their teams. According to Lee et al., workers who feel invested in their work produce better results, which in turn boosts the company's bottom line.

Leaders that can keep their teams informed and involved via open dialogue, consistent feedback, and professional development opportunities will have a more engaged workforce. A better-educated and competent staff can only be beneficial to a company's bottom line (Lee, Idris and Tuckey 2019). The

MLQ-5X, a tool based on the full-range leadership model, was used by Gameda to retrieve participant impressions of their immediate supervisor's leadership behavior. The 36 items that make up the MLQ 5X short form assess nine leadership outcomes: idealized influence (attributed), inspirational

motivation, idealized influence (behavioral), intellectual stimulation, individualized consideration, contingent rewards, management-by-exception (active), laissez-faire, and management-by-exception (passive). A 5-point Likert scale was employed to rate the responses (*Gemeda and Lee 2020*).

Work-life Balance

Engaged employees may boost corporate performance in several ways, one of which is via improved work-life balance. It has been shown that workers who have a good work-life balance are happier overall. Productivity may rise if workers are inspired to give their whole attention to their jobs while on the clock. An engaged workforce is more common in companies that allow workers to strike a good balance between their professional and personal lives. When employees are happy and invested in their job, it may have a positive effect on productivity. Work-life balance can be defined as the relationship between work and non-work in societies where income is primarily produced and dispersed through labor. The researchers limited the discussion to just work and family and advanced the idea of "life balance" from a more comprehensive standpoint. According to academic definitions, achieving life balance means meeting the demands of one's work, family, and personal lives satisfactorily. Suppose work imposes working long hours, working hard, and working most of the time. Thus, the quality of family life can be negatively influenced by longer work hours as well as high work intensity or pressure, which can lead to fatigue, anxiety, or other negative physiological effects. Therefore, achieving life balance requires setting boundaries and prioritizing tasks to ensure that each aspect of life is given the appropriate attention and time. It also involves taking care of oneself through self-care practices such as exercise, relaxation, and hobbies to maintain physical and mental well-being (Erwin, et al. 2019).

Employee Recognition and Rewards

A company's productivity and engagement levels may both be boosted by showing appreciation to and rewarding employees. Workers are more invested in their jobs if they believe their efforts are

recognized and acknowledged. Productivity gains and happier clients are possible outcomes. But it is worth keeping in mind that bribing workers may not be the only way to motivate them to work more. Employees should see a connection between their pay and their efforts, and they should feel like they deserve any bonuses or raises. Organizations may boost their bottom line by motivating workers to work harder and provide better outcomes via the use of performance-based compensation (Naqshbandi, Tabche and Choudhary 2019).

Job Design and Meaningful Work

Employee engagement may be exploited to boost corporate performance via better job design and more meaningful work. Workers are more invested in their job if they can connect with the company's mission and see how their efforts fit into the bigger picture. Since workers are more likely to put forth their best effort when they believe their job matters, this may boost output. Companies that can give their workers purpose in their jobs are more likely to have committed staff members. An increased level of dedication and enthusiasm among employees may boost productivity (Faeq and Khalid 2022).

TQM

TQM has been widely known and successfully applied in many small and large firms, giving them a competitive advantage in both international and local markets by producing high-quality products that meet customer needs. The TQM efforts in the US and Japan depict the increasing significance of TQM and its influence on profitability. Firms with TQM systems in place constantly outperformed industry standards for ROI. The study by Dedy et al. identified six critical TQM practices, which incorporate leadership, customer focus, training, communication, teamwork, and top management (Dedy, et al. 2016). Employee performance can be stated as the set of capabilities that are related to the goals of the firm or the organizational unit in which a worker operates. In this study, the authors measured employee performance based on two aspects, i.e., workplace environment and job satisfaction.

Every business, including banks, wants its staff to perform at a high level because employee productivity is a good indicator of an organization's ability to meet its goals as planned. This is difficult to do, though, when staff members are planning to leave the business. Employee turnover intention, intention to quit their job, or intention to leave the company refers to the desire to do either. According to Rusyandi, a common occurrence among bank employees, particularly those on the front lines, is the intention to leave (Rusyandi 2016). The high rate of employee turnover in the banking industry serves as evidence of this. According to some researchers, if employees are engaged at work, they are more likely to stay with the company or leave less frequently, which is a huge benefit for the business. Business (firm) performance refers to an organization's capacity to generate and deliver value to both internal and external clients. The phrase has been used synonymously with phrases like "organizational performance" and "firm performance." It is noteworthy that business performance is divided into financial and non-financial categories. Moreover, business or firm performance has been discussed as a multidimensional construct that is based on financial and nonfinancial measures in the management literature (Ahmed, et al. 2020).

Organizational engagement goes beyond employee satisfaction to include a person's commitment to the organization's goals and values and their willingness to go above and beyond the call of duty to help the organization succeed. Increased productivity, greater job satisfaction, and lower turnover rates can all result from this level of engagement. Researchers have generally agreed with these findings. Employee engagement is described by Nguyen as the close connection that employees have with their organization (Nguyen and Pham 2020). The long-standing idea of commitment is combined with the emphasis on the organizational aspect of employee engagement. The researchers define employee engagement as "a positive attitude held by the employee towards the organization and its values."

The "knowledge economy," "new economy," "digital economy," or "network economy" are terms that have been used to describe the cultural, economic, and labor reality that the concept of social sustainability captures. It represents a significant realignment in which the predominance of knowledge and information gradually replaces the consumption of material goods. As a result, knowledge, information, and information technologies increasingly dominate how we live our daily lives. Thus, it is argued technological and scientific advancements, knowledge creation, and information management have an impact on opportunities for the development of nations, corporations, organizations, and people. In this situation, teleworking stands out as the top mode of employment that, among other things, contributes to resolving the never-ending problem of work-life balance.

A new type of labor organization called telework first emerged in the 1970s with the potential to address a variety of organizational, social, and personal issues. It was asserted that it could reduce city traffic, which would reduce pollution and our reliance on fossil fuels. It was also said to create new employment opportunities for people who have trouble accessing the traditional labor market. Similar predictions included a decrease in employment costs, a rise in production, and, of course, a social revolution. According to Galvez et al., addressing the issue of work-life balance in one fell swoop would improve job satisfaction and worker commitment to the objectives of their organizations (Gálvez, Tirado and Martínez 2020).

Companies are curious about how working remotely from home affects productivity, given that most of their employees do so. Employers rely on information from online meetings and digital communication and are unaware of the activities of their workers. Research on efficiency done during the COVID-19 pandemic had unpredictable results. Due to issues with technology and self-regulation during the COVID-19 pandemic, Chinese workers' productivity was negatively impacted (Tejero, Seva and Fadrihan-Camacho 2021). Evidently, not everyone has the self-control required to work

independently. The performance of tasks during WFH can be influenced by family intrusion and moments of isolation.

Most researchers who worked remotely put in more hours but were less productive because they couldn't communicate with their colleagues. Virtual meetings can be supported by technology, but the WFH environment does not support the requirement for immediate consultation and feedback. However, WFH is more effective for knowledge workers in Europe because it reduces the amount of time wasted on unproductive tasks at work and allows them to focus on their work. These variations compel further investigation into the elements affecting productivity in the WFH setting (Tejero, Seva and Fadrilan-Camacho 2021). It is important to consider the unique circumstances and individual preferences of employees when determining whether remote work is a viable option. Additionally, employers should provide resources and support to help employees overcome communication barriers and maintain productivity in a remote work environment.

Considerable perspectives on the definitions of work-life balance, as put forth by some earlier researchers, are outlined by Raharjo et al. First, WLB is described as including several roles with a reciprocal relationship. This indicates that there is either a favorable or unfavorable impact on the relationships between home and work or work and home. The second definition of WLB is equity across various roles. WLB is closely related to how well someone manages their time or how satisfied they are with how well they perform their various roles. Third, WLB is characterized as satisfaction in a variety of roles (Raharjo, et al. 2019). According to the researchers, WLB entails having a high level of satisfaction while engaging in activities at both homes and work with a low level of conflict.

WLB is characterized as the achievement of role salience among various roles. According to this viewpoint, WLB is dynamic and subject to change along with other aspects of an individual's life.

WLB is characterized as a connection between facilitation and conflict. The fifth definition of WLB

is perceived control across multiple roles. It can also be translated as the degree of autonomy required for a person to fulfill the requirements of multiple roles (Raharjo, et al. 2019). This definition highlights the importance of having control and autonomy in managing different roles, which can lead to a sense of balance and satisfaction. However, it also acknowledges that achieving this balance is not always easy and can involve navigating conflicts between different roles.

Thevanes and Harikaran claim that an organization's workforce directly affects how well it performs. Since strong human resources are typically the foundation of a company's competitive advantage, businesses must improve employee performance to improve overall organizational performance. To unleash employees' job performance, organizations place a high priority on enhancing positive work-related attitudes (such as job satisfaction and organizational commitment) as well as work-related behaviors (such as OCB and work engagement) (Thevanes and Harikaran 2020). According to a few researchers, encouraging HRM practices like job sharing, flextime, and telecommuting can help employees have more positive attitudes and behaviors related to their work.

Employee satisfaction levels are a strong predictor of an organization's effectiveness. Work-life balance has some beneficial effects for many businesses, including reduced absenteeism, decreased turnover, and increased work. These effects eventually lead to improved organizational performance. When employees maintain a healthy work-life balance, both their employers and themselves benefit (Thevanes and Harikaran 2020). Therefore, companies must prioritize work-life balance initiatives to enhance employee satisfaction levels and improve overall organizational effectiveness. By doing so, companies can create a positive work environment that fosters employee well-being and productivity, leading to better business outcomes.

Seventy-five percent of employees, as reported by Basak and Akter, feel they do not have enough time to spend with their kids, while 61 percent think the same about their partner. The authors' worklife

balance is a way to balance personal and professional obligations (Basak and Akter 2022). The results of a person's attempts to balance the conflicting demands at home and work are central to the idea of work-life balance. Work-life balance is crucial for institutes that need to manage highly skilled professionals because the success of the institute depends on their steadfast loyalty and dedication. To serve the needs of the workers, it might be a business. In other words, it demonstrates how people fulfill their professional and personal obligations so that they do not overlap.

Furthermore, according to Basak and Akter, the process of leveling work and life is achieving an ideal balance between a person's career and personal life, which includes all of their various associations (Basak and Akter 2022). Providing flexible working hours, remote work options, and promoting mental health awareness can contribute to a better work-life balance. Institutes need to prioritize their employees' well-being to maintain a positive and productive work environment.

The COVID-19 pandemic has significantly changed the working environment and standards around the world. It is widely acknowledged that COVID-19 played a key role in the businesses' overall decline in 2020. Businesses that succeeded did so by cutting costs, frequently focusing on human capital. These aggressive initiatives increase employee job insecurity and have an impact on many organizational domains (Mahmoud, et al. 2021). Furthermore, COVID-19 has significantly altered the political and socioeconomic environment in which businesses operate, as well as the business strategies employed. As a result, businesses need to adapt to the new normal by implementing innovative strategies that cater to the changing needs of their customers. Moreover, they must also prioritize employee well-being and find ways to create a more stable work environment to retain top talent and maintain productivity.

In various ways, human resource experts and authors depict the close link between job autonomy and worker performance. They also state that these connections can differ based on the national culture

and leadership style. Workers who have liberty in decision-making assume accountability for their work and are critical to improving efficiency at work. Lack of autonomy, on the other hand, leads to decreased performance, higher absenteeism and staff turnover, stress, frustration, and anxiety, and opens the door for more control and vertical authority (Khoshnaw and Alavi 2021). Therefore, companies need to understand the cultural and leadership differences in different regions to ensure that they provide their employees with the necessary level of autonomy to perform their duties effectively. Besides, providing employees with job autonomy can also increase job satisfaction and motivation, leading to a more positive work environment.

To benefit from the performance-related advantages of work engagement, according to Van Zyl et al., three requirements must be satisfied. First, people must demonstrate a willingness to invest in their work, put forth significant effort, and work persistently towards professional goals despite obstacles (Vigor). Employees must also have a strong sense of purpose in their work, which manifests as feelings of fervor, inspiration, and pride (dedication) (Van Zyl, et al. 2021). Lastly, due to experiences where time seems to stand still or move quickly, workers must be immersed in their work and find it difficult to separate from it (absorption). Individuals can use their particular abilities, competencies, and skills to the fullest extent once these circumstances or experiences are present. Overall, when workers experience dedication, vigor, and absorption in their work, they are more likely to achieve a state of flow where they can fully engage in their tasks and achieve optimal performance. This can lead to greater job satisfaction and a sense of fulfillment in one's career.

Organizational support theory (OST) is regarded as a key theoretical pillar of the social exchange theory-based perception of organizational support. Due to this, Imran et al. used the organizational support theory in their study to investigate how POS affects employee work engagement through flourishing and thriving. The researchers contend that when workers believe they receive both tangible and intangible support from their employers, a norm of reciprocity develops that makes workers feel

obligated to aid their employers in achieving their objectives. The study found that the perception of organizational support has a positive impact on employee work engagement, which is mediated by flourishing and thriving (Imran, et al. 2020). The findings suggest that organizations should focus on providing tangible and intangible support to their employees to foster a reciprocal relationship that benefits both parties.

In conclusion, there are ways to use elements that boost employee engagement to boost corporate results. Employers that put effort into encouraging employee participation often get a favorable return on that investment in the form of a more productive and cooperative workplace for everyone involved. It is possible to increase productivity via employee engagement by focusing on leadership, corporate culture, employee recognition and incentives, work-life balance, and job design. Organizations may boost their bottom lines by investing in their staff members to foster a more dedicated, loyal, and productive workforce via employee engagement programs.

Chapter 3 – Research and Methodology

Introduction

The objective of this research is to inspect how employee engagement affects business performance, as it is a crucial factor in an organization's success. To attain this, a “mixed-methods approach” will be utilized, combining “qualitative and quantitative research methods.” The qualitative investigative technique will involve conducting in-depth meetings with line directors and workers from numerous businesses to comprehend the factors that influence employee engagement. This approach will gather detailed data on different factors such as organizational culture, communication, leadership style, and employee recognition that impact employee engagement. The quantitative research method will comprise a survey of employees from various organizations to evaluate their level of engagement and its impact on business performance. The survey will have questions that measure employee engagement, such as job satisfaction, motivation, and commitment, as well as questions that evaluate business performance, such as productivity, profitability, and customer satisfaction (Soelton, et al. 2020).

The collected data from both qualitative and quantitative research will undergo analysis to regulate the association between employee engagement and business performance. The qualitative data will be thematically analyzed to identify key patterns and themes, while pie charts will examine the quantitative data. The study's limitations include the possibility of response bias from survey participants and the limited scope of the research. The study will only focus on organizations within a specific geographical area, and the answers may not apply to other industries or locations. In conclusion, this investigation seeks to provide insights into how employee engagement impacts business performance. By using a “mixed-methods approach,” the study goals are to deliver a complete consideration of the factors that influence employee engagement and its relationship with

business performance. The results of this study can be beneficial for organizations seeking to enhance both employee engagement and business performance (Alharthi, Khalifa and Bhaumick 2019).

Research Approach

The research approach to examine the impact of employee engagement on business performance will utilize a mixed-methods design. To begin with, a quantitative analysis of data on employee engagement and business performance from the company's HRIS and financial reports will be conducted to gain an initial understanding of the relationship among the two-variable quantity. Subsequently, a qualitative approach will be employed to obtain in-depth information about employee engagement practices and their impact on business performance. Semi-structured meetings will be directed with a model of directors and staff from different levels and departments within the organization. The interview questions will be tailored to explore the factors contributing to employee engagement and how engagement affects business performance (Alharthi, Khalifa and Bhaumick 2019).

To provide a diverse range of viewpoints, focus groups will be organized by department, and a mix of employees will be included in each group to enable sharing of experiences and perspectives on employee engagement and its impact on their work and the organization. Data composed from meetings and “focus groups” will be examined using “thematic analysis” to recognize common themes and patterns, which will provide an in-depth understanding of the factors influencing employee engagement and the contribution of engagement to business performance.

The results of the quantitative and qualitative analyses will be combined to provide a comprehensive understanding of the association between “employee engagement” and business performance. The findings will be presented using charts, graphs, and narrative descriptions of key themes and patterns.

Lastly, the study will accomplish with a conversation of the insinuations of the results for the organization. Recommendations for improving employee engagement practices and enhancing business performance will be provided, and confines of the education and suggestions for upcoming investigations will be discussed. In the end, this mixed-methods investigation method will provide a comprehensive understanding of the association between “employee engagement” and business productivity. The use of both “quantitative and qualitative data” will provide a nuanced consideration of the issues that affect employee engagement and how engagement contributes to business performance. The results of this study will be valuable for organizations seeking to enhance their employee engagement practices and improve their business performance (Koekemoer, et al. 2021).

Research Design

The research design is a crucial component of any research study as it lays out the methodology and procedures that will be employed to accomplish the research objectives. The main aim of this study is to investigate the association between worker engagement and business efficiency. A “mixed-method research” design will be utilized in this investigation to gather and examine data from both “quantitative and qualitative” sources. The research will commence with an exhaustive review of the existing literature on worker engagement and its impact on business performance. This review will aid in the identification of the critical concepts and variables that will guide the research. It will also assist in identifying gaps in previous studies and will act as the foundation for constructing research questions and hypotheses. Following the literature review, a survey questionnaire will be developed to collect quantitative data from a diverse sample of employees and managers from various organizations. The survey will be structured to measure the degree of employee engagement and its influence on business performance (Koekemoer, et al. 2021).

The survey questions will be designed using a Likert scale and will cover a range of topics related to employee engagement, including job satisfaction, motivation, organizational commitment, and

performance. The survey will be managed using an online platform, and the gathered data will be analyzed utilizing pie charts. In addition to the survey, “qualitative data” will be obtained through semi-structured meetings with an example of staff and managers from diverse organizations. The interviews will be designed to explore employees' and managers' experiences, perceptions, and attitudes toward employee engagement and its impact on business productivity. The interviews will be conducted either face-to-face or online, recorded and transcribed verbatim. The data analysis will entail coding the transcripts and identifying themes and patterns using qualitative analysis software (Tamsah, et al. 2021).

The study will be shown in multiple stages. In the first stage, the “survey questionnaire” and interview guide will be developed and pre-tested. In the second phase, data will be gathered through the survey and interviews. In the end, the investigated enterprise for this education is a “mixed-method design” that comprises both “quantitative and qualitative” information gathering and analysis. The education will employ a “survey questionnaire” and “semi-structured interviews” to obtain data from employees and managers from different organizations. The training's findings will deliver valued visions into the influence of worker engagement on business productivity and assist organizations in enhancing both employee engagement and business efficiency (Tamsah, et al. 2021).

Research Strategy

The influence of employee engagement on business productivity is a vital area of study for organizations seeking to improve their operations. Therefore, this research aims to develop a research strategy to explore the association between worker engagement and business performance. The first step in the research strategy is to conduct a comprehensive literature review. This will involve reviewing relevant academic and industry publications to understand the current state of knowledge on employee engagement and its impact on business performance. This will deliver a basis for the

investigation and help to classify key research gaps (Shrotryia and Dhanda, Development of employee engagement measure: experiences from best companies to work for in India 2020).

The second stage is to grow a “research design.” This will include choosing suitable investigative methods, such as surveys, interviews, or case studies, to collect data on employee engagement and business performance. The third step is to collect data. This will involve administering the data collection tool to the selected sample population. Data will be collected on a range of variables, including employee engagement, business performance, organizational culture, and leadership style. Once the data is collected, the fourth step is to analyze it. The data will be analyzed using appropriate techniques. The fifth step is to interpret the results. This will involve interpreting the findings in the setting of the investigative question and aims. The results will be associated with existing literature to identify similarities and differences. The results will be discussed in the research question and objectives, and recommendations will be made for organizations to improve employee engagement and business performance (Winasis, Riyanto and Ariyanto 2020).

The last step is to disseminate the findings. This will involve presenting the research findings clearly and concisely, using appropriate tables, graphs, and visual aids. The findings will be disseminated through academic and industry publications, conferences, and workshops. The findings will also be made available to organizations to help them develop effective strategies to improve employee engagement and business performance. In the end, this research strategy outlines the steps that will be taken to explore the link between worker engagement and business performance. It emphasizes the importance of conducting a comprehensive literature review, developing a rigorous research design, collecting reliable and valid data, analyzing the data using appropriate techniques, interpreting the findings, and disseminating the results. Following this research strategy will provide valuable insights into how organizations can improve employee engagement and business performance.

Data Collection Method

The survey was conducted on 26th of March. In this survey, a total of 100 participants gave their own opinions in terms of the Likert scale. Moreover, it is also important to mention that Google Forms is the online platform through which this survey was conducted. Through this platform a total of 100 participants shared their opinions. All the responses and their evidence are given in the results section. Data from surveys and interviews collected for this study will be analyzed using pie charts and thematic analysis. A survey is a research technique that involves asking a sample of people standardized questions or prompts to get information from them. The survey is designed to determine the level of worker engagement in a certain firm or sector or to investigate the link between worker engagement and financial performance. As an alternative, the survey was conducted to get opinions about a certain good or service from clients or other stakeholders. One hundred employees participated in the survey. A survey uses closed-ended questions to collect quantitative or qualitative data (such as the Likert scale) (Priya, et al. 2022).

The research technique interview involves posing questions to people who have firsthand knowledge or expertise with the research issue in order to elicit information and insights. Interviews with managers were also conducted in this study. An interview's objective is to gather qualitative information that can be used to further an investigation or to address a particular issue (Lallukka, et al. 2020). Interviews with senior leaders in the organization were conducted in the context of employee engagement and its impact on business performance to gain knowledge of the practices and strategies they employ to promote employee engagement and how they measure the influence of worker engagement on business performance.

Sample and Sampling Techniques

Targeting managers and employees from small, medium, and big businesses, this research used convenience sample methodologies. Convenience sampling is a non-probability sampling strategy that involves choosing participants for the study who are easily reachable or readily available. Targeting employees and managers from small, medium, and big businesses that were conveniently available to the researcher is one way that convenience sampling was used in the research (e.g., through personal contacts, online communities, or social media).

Convenience sampling was a practical and economical method of data collection, but it introduced bias into the sample and constrained the generalizability of the findings. The sample accurately reflected the traits, beliefs, or behaviors of the larger population since the easily accessible individuals were not typical of the population under study. Convenience sampling is used in research to choose people who are readily available and can engage in the study. This kind of sampling technique is frequently applied when it may be challenging or impracticable to select participants at random, such as when the population is sizable, diversified, or challenging to reach (Stratton 2021).

The study included 100 participants for the survey and four managers for the interviews, which was sufficient for analysis. The sample size, however, depends on several variables, including the degree of data variability and the magnitude of the effect sizes of the investigated variables.

Data Analysis Techniques

This study used pie charts to evaluate the survey data and a thematic analysis to examine the interview data. A pie chart is a type of data visualization that shows information in the shape of a circle with slices cut out of it. A portion or percentage of the entire data set is represented by each slice. Pie charts are frequently used to show categorical data, where each group denotes a distinct portion of the entire.

Pie charts are great for presenting facts clearly and understandably. They are especially beneficial for displaying proportions and percentages of a total since these can be used to compare various categories and spot patterns or trends in the data. While they are simple to understand and require little prior knowledge of statistical principles, pie charts can also help present data to a non-technical audience.

A qualitative data analysis technique named thematic analysis is employed to find patterns or themes in textual data, including interview transcripts or open-ended survey responses. Thematic analysis is methodically spotting and classifying reoccurring themes, subjects, or concepts that manifest in the data. Particularly when examining complicated or multiple occurrences, thematic analysis can offer a deep and nuanced understanding of the data. It can provide insights into the attitudes, beliefs, and experiences of the participants as well as assist researchers in spotting patterns and themes that may not be immediately obvious. Moreover, thematic analysis is adaptable, enabling the researcher to modify the analytic strategy to meet the particular study objectives and data at hand (Braun and Clarke 2019).

Ethical Considerations

When doing research, it's crucial to think about the study's ethical consequences and take precautions to ensure the welfare and rights of the participants (Hancock, Naaman and Levy 2020). These are a few ethical factors that were taken into account when the research was being done on employee engagement and how it affects corporate performance. The goal of the study, the requirements for participating, and any dangers or advantages of doing so were all explained to the participants. Before deciding to participate in the study, they were given the chance to ask questions and receive informed consent. Participants' responses and personal information were kept private, and any identifiable information was eliminated from the data. Participants received assurances that their information

wouldn't be shared with anybody else without their express permission. The study was voluntary, and participants were free to drop out whenever they wanted without incurring any fees.

The research took precautions to reduce any potential pain or harm to participants, including stress or violation of privacy as well as physical or mental harm. Without bias or discrimination, participants were chosen for the study fairly and impartially. Participants received accurate and thorough information about the study from the researchers, who were open and honest about the study's design, data collection procedures, and data analysis processes. As far as feasible, deception was avoided and reduced. To make sure that they understood the genuine purpose of the study, participants who had been deceived in any manner were properly debriefed after the study. These ethical factors were considered when conducting the study and guaranteed that the participants' rights and welfare were protected, as well as that the study was carried out responsibly and ethically.

Chapter 4 – Results & Discussion

4.1. Results

4.1.1. Qualitative Research

The findings of the qualitative research show that the performance of the associations was strongly influenced by the contribution of the representatives in their work. A representative strongly attracted to his profession is one who thinks about the development of the organization and offers motivation to help the business to achieve its goals. The findings show that the engagement of workers positively affects the performance of the business. Representatives who are engaged in their job are more useful than people who are not because they are forced to learn new things and seize opportunities.

For qualitative data analysis, the study conducted interviews with employees. The interview questions were asked of 5 employees. From ten employees, 5-6 questions were asked to analyze the impact of employee engagement on business performance. The result of the interview is as follows:

Both male and female employees took part in the study. Both were asked 5-6 questions related to their engagement with the organization. The first question is related to employee accomplishment, which is recognized in the organization. Both males and females mentioned that their accomplishments are recognized in their organizations. Most employees mention that recognition helps workers see that their firm values them and their commitment to the outcome of their group and the organization in general. It helps Representatives build a sense of security about their value to the organization and spurs them on to continue with exceptional work.

The second inquiry concerns a critical element that has a substantial influence on the success of an organization, specifically, its workforce. Both male and female employees maintain the conviction that they possess a significant potential to improve the operational efficiency of the enterprise. According to scholarly research, the promotion of respect and empowerment within a work environment can serve to augment employee motivation and engagement. Consequently, this can result in a rise in productivity. Improving employee motivation and engagement can result in heightened productivity, which can be attained by demonstrating appreciation and providing empowerment opportunities to workers. The labor force has the capacity to provide diverse contributions, such as showcasing inventive problem-solving abilities, displaying steadfast dedication to upholding elevated criteria, and presenting unique viewpoints. The aforementioned contributions have the capacity to improve the caliber of the company's products and services, amplify customer contentment, and ultimately boost revenue. Organizations that demonstrate elevated levels of employee engagement and productivity tend to exhibit superior overall performance, as they manifest a heightened sense of esteem and recognition towards their personnel.

The third question is related to the employee connection with the vision and mission of the firm. Both male and female employees mention that they feel connected with the firm's mission and vision. They mention that organizational communication helps them strengthen their relationship with the organization.

The fourth question is related to the ideas and opinions of employees. Both male and female employees mention that their organization counts their ideas and opinion during the task. When the ideas and opinions of employees count, employees feel connected with the organization, which leads to an increase in the performance of the organization.

The fifth question is related to the motivation for the job. Both male and female employees mention that salary and benefits motivate them to do the job. An attractive salary can increase the satisfaction of the employees. The salary brings employees a sense of security and makes them feel fulfilled.

The last question is related to the ideal working conditions. Both male and female employees mention that A great workplace is one where employees feel recognized and connected and have all the mechanisms they need to do their best work and advance their mission. The ideal work environment is one where you work together and develop everyone's skills. A positive work culture increases efficiency, commitment and further develops representative experience. Conversely, an intimidating work culture can influence productivity levels, upsurge turnover, and cause sales reps to feel disconnected from the job and the work environment.

4.1.2. Quantitative Research

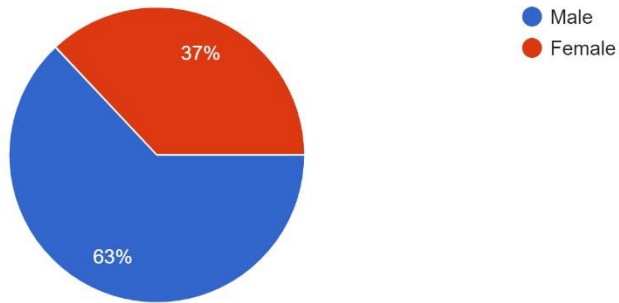
The findings of the study show that worker engagement has an enormous impact on the performance of the business. The employees mentioned that job engagement enhances productivity levels in the organization. Most employees mention that they are satisfied with their job and work environment.

The engagement of employees positively affects their satisfaction. The findings show that engaged employees are generally more proactive, motivated, and able to go above and beyond the important task at hand to achieve their goals. Additionally, they are more engaged, energized, and energized at work, which leads to higher levels of execution and efficiency. This leads to increased productivity in associations as representatives become more skilled, energized, and equipped to deliver better results.

The findings of the study also show that there is a positive link between representative engagement and hierarchical execution outcomes: worker retention, efficiency, benefits, customer dedication, and safety. The study further shows that the more workers are connected, the more their boss is almost certain to exceed the company normally in the evolution of his income. Employee engagement is considered higher in double-digit development organizations. The company benefits greatly from the employee's drive and determination, which leads to excellent results.

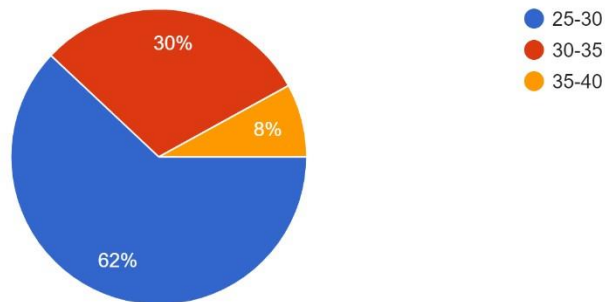
For quantitative data analysis, the study used a survey to gather data. The questionnaire is developed. In the questionnaire, 9-10 questions are asked of employees. The study collects data from 100 employees of different organizations to analyze the impact of employee engagement on business performance. The result of the survey is as follow:

Gender
100 responses



According to the survey, most employees are males. Almost 63% of employees are male, and 37% are female.

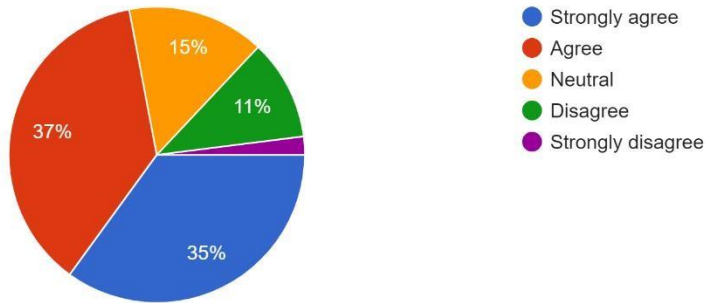
Age
100 responses



According to the survey, most employees belong to 25-30 years. Almost 62% of employees belong to the 25-30 age group. Most employees are young and energetic. These employees are highly engaged in their organizations.

Collaboration with others increases business performance

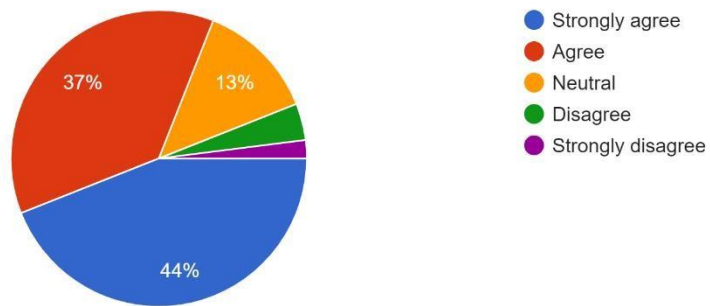
100 responses



According to the survey, most of the employees agree that collaboration with others in the organization increases the performance of the business. The collaboration of the employees with business leads to innovative ideas and strong connections with teams.

My manager communicates information clearly with its employees

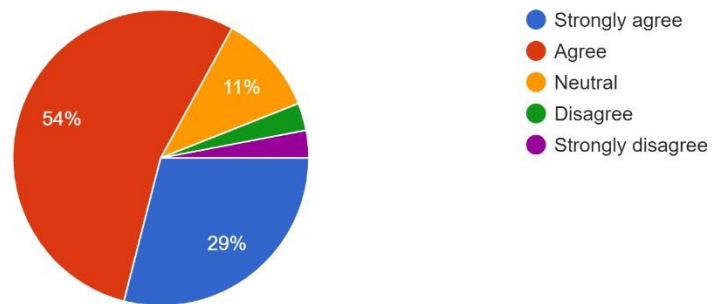
100 responses



According to the survey, most employees agree that their manager communicates clear information. Almost 44% of employees mentioned that communication with the manager enhances the engagement of the employees, which then helps to improve the performance of the organization.

My organization communicates its goal and strategies with its employees clearly

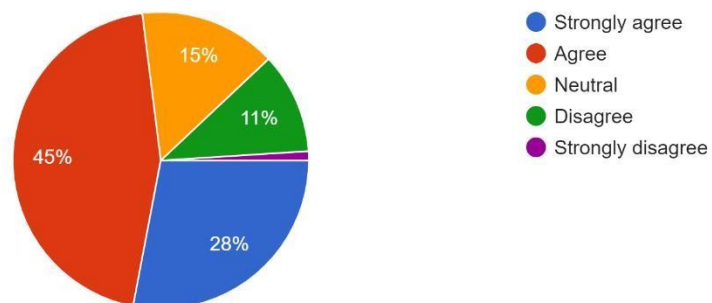
100 responses



According to the survey, most employees agree that their organization clearly communicates its goals and strategies with their employees. Almost 54% of employees mention that employees need clear communication to be fully engaged. Effective communication with the organization makes people feel valued.

The salary package of my organization meets my needs

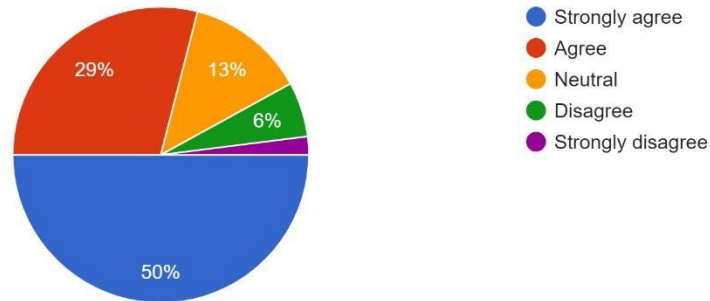
100 responses



According to the survey, most employees agree that their salary package meets their needs. Almost 45% of employees mention that organizations pay high wages which meet the needs of employees resulting in higher engagement and productivity rates.

Employee performance evaluation is fair and appropriate in my organization

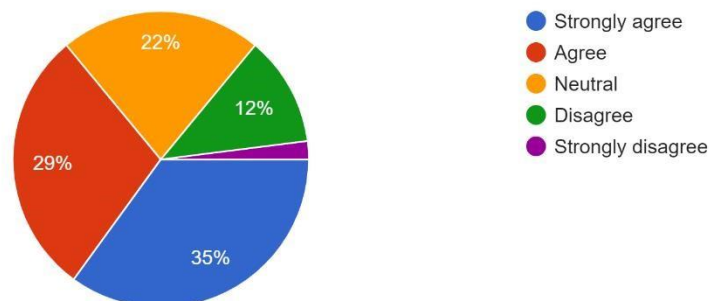
100 responses



According to the survey, most employees agree that their organization fairly and appropriately evaluates the performance of the employees. Almost 50% of employees mentioned that the appraisal is not about the employees but also the performance of the organization in the future. Performance evaluation function as an instrument of motivation. When evaluating rep exposure, if goals are met, an individual's productivity is not entirely set in stone. It inspires a person to perhaps pursue higher work and helps that person further improve business performance in the future. Employees are more engaged when they receive positive feedback from their managers. Highly engaged employees increase the performance of the organization.

People in my work group quickly resolve conflicts when arises

100 responses

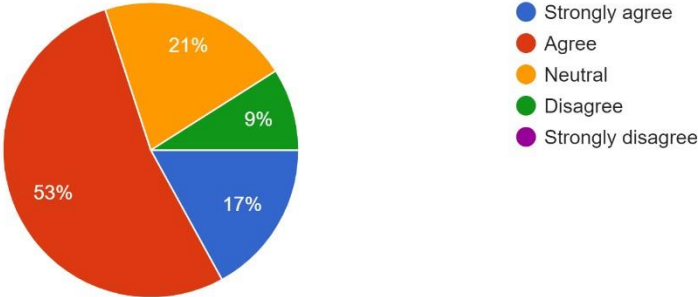


According to the survey, most employees agree that people who work with them resolve conflicts quickly. Almost 50% of employees mentioned that when people have less conflict with each other, they are happy at work, and this leads to high engagement of employees. Employees are more engaged when employers can manage and resolve workplace conflict. It strengthens the relationship between employees with employers and organizations.



The management encourages open communication among employees, allowing them to voice their thoughts

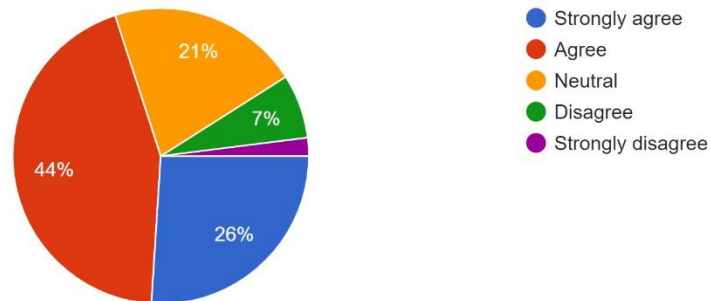
100 responses



According to the survey, most employees agree that open communication with management encourages employees to share their thoughts. Almost 60% of employees mentioned that open communication with management is a sign of fantastic culture. Effective two-way correspondence means employees can share thoughts, provide feedback, or report issues and agree that they are being given attention while doing so. Encouraging open, two-way correspondence between salespeople and their managers helps employees feel like a valued part of a group.

The managers show genuine interest in hearing employee suggestions and ideas rather than simply dismissing them outright

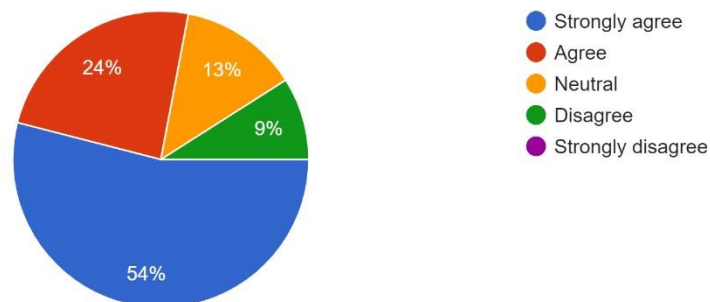
100 responses



According to the survey, most employees agree that in their organization, managers show genuine interest in hearing the suggestions and ideas of the employees. Almost 50% of employees mentioned that managers who show genuine concern toward employees increase engagement. Employee recognition helps managers understand their requirements and assumptions from the organization.

Working environment of my organization motivates employees to do their job well

100 responses



According to the survey, most employees agree that the working environment motivates employees. Almost 54% of employees mentioned that organizations with a positive environment might push reps to develop skills to help them succeed professionally. Vocation enhancement supports commitment. Employee engagement leads to greater inspiration and job satisfaction. Hierarchical performance,

representative results, customer loyalty, employee reliability, employee development, and public support for the organization are signs of employee engagement. Engaged employees effectively seek to go above and beyond their assigned responsibilities to help the organization.

4.2. Discussion

The objective of the study is to analyze the influence of worker engagement on the performance of the business. For this purpose, a questionnaire was administered using a 5-Likert point scale. The result of the study shows that employee engagement positively affects the performance of the organization. The findings show that worker engagement greatly affects company performance. The workers indicated that the labor input had improved the effectiveness of the association's work. Most representatives expressed satisfaction with their jobs and workplace. According to Satata, the engagement of the workers plays a vital role in the association with the aim of further developing individual execution and thus giving job satisfaction (Satata 2021). The representative commitment, effectiveness, and professional fulfillment that people create in conducting organizational contexts are of higher quality because people can work reliably and are engaged.

The findings also show that employee engagement has a positive impact on employee satisfaction. The results show that engaged employees are more proactive, motivated, and able to go beyond the important tasks at hand to achieve their goals. Additionally, they are more engaged, committed, and energetic at work, resulting in higher levels of execution and efficiency. Representative engagement has a significant impact on employee satisfaction. The results show that, overall, the representatives involved are more proactive, more confident, and willing to do the important work needed to achieve their goals (Ismail, Iqbal and Nasr 2019). Additionally, they are more connected, engaged, and fiery at work, resulting in higher levels of execution and competence.

The findings show that a positive work culture enhances engagement, productivity and improves workers' experience. On the other hand, hostile work culture can influence productivity levels, upsurge turnover rate, and result in workers feeling disconnected from their work and firm. When the company culture is good and empowering, employees devote more resources to their work. Workers who feel valued and recognized at work need to put their all into helping the organization (Babu and Vannan 2020). Organizations with an ideal work environment, driven by a mission and who care about their people, are bound to have engaged employees.

The findings of the study show that organizations pay high wages which meet the needs of employees resulting in higher engagement and productivity rates. Both the efficiency and level of commitment of the association can be supported through the recognition and compensation of workers. If workers accept that their efforts are perceived and recognized, they will devote more resources to their jobs. Increased efficiency and happier customers are the potential results. Anyway, as a top priority, paying experts may not be the best way to motivate them to do more work (Robianto and Masdupi 2019).

Employees should see the connection between their compensation and their efforts, and they should feel that they deserve any rewards or raises. Associations can support their main focus by convincing laborers to work harder and improving outcomes through the use of performance-based pay.

The study highlights the importance of a positive work environment in promoting the professional development of employees. The preceding assertion highlights the significance of the work setting, which encompasses a range of factors such as the physical environment, facilities, hygiene, illumination, tranquilly, and interpersonal dynamics among staff members. The study's results suggest that a positive work environment can serve as a stimulant for employees to enhance their competencies, expertise, and overall job performance.

It is incumbent upon organizations to furnish their workforce with a secure and fitting workplace milieu that facilitates the efficient execution of their occupational duties. Empirical studies have indicated that a workplace environment that exhibits stability can augment employee engagement levels, consequently leading to enhanced performance and productivity. Promoting inclusivity and fostering a positive work environment can result in favorable outcomes for the overall effectiveness of an organization.

The study highlights the significance of investing resources in cultivating a favorable work atmosphere, which is advantageous for both the workforce and the management. Enhanced employee satisfaction, retention, and performance can be advantageous for organizations, and these outcomes can be achieved through the motivation, support, and engagement of representatives. The creation of a conducive work atmosphere can trigger a virtuous cycle of favorable consequences, wherein workers exhibit heightened commitment towards their duties, resulting in better organizational efficacy and augmented individual welfare for the employees.

Additionally, the study examines the relationship between worker engagement and hierarchical execution and reveals that there is a positive link between representative engagement and performance of the organization, efficiency and utility, representative turnover, representative and customer safety, non-attendance, misfortune, and disability. Evidence shows that there is a link between representative engagement and hierarchical execution, with the more attracted a worker is, the more important hierarchical performance is. Employee engagement has a strong impact on deregistration, continuation, and promotion, collaborates with customer care, and inspires employees to be viable in the association (Narayanamma, Neelima and Mounika 2022). Achieving significant viability is a definite goal on which any association should focus that invests extraordinary energy in execution, accountability, and maintaining the distinctive inspiration to deliver admirable performance in difficult times.

For this reason, recent efforts to further develop authoritarian enforcement have conveyed positive hierarchical ideas such as idealism, trust, and commitment. Employee engagement is an essential element of an association's success and encompasses workers' ownership, commitment, and enthusiasm for their work, their association, and its goals. In today's business climate, many variables have contributed to the growing importance of representative engagement, such as the idea of work modification, the rise of the information-based economy, and the growing importance of board capacity.

The concept of employee engagement refers to the level of commitment, motivation, and satisfaction that employees demonstrate toward their work and the organization they work for. The capacity to facilitate business implementation and attain corporate objectives has surfaced as a pivotal component. Research has demonstrated that employees who demonstrate active engagement in their job responsibilities are more prone to displaying heightened levels of productivity, creativity, and customer service. Consequently, this can lead to an increase in customer loyalty and the overall efficacy of the entity.

To optimize employee engagement, organizations must prioritize the establishment of a workplace atmosphere that fosters transparent communication, recognition, and career advancement prospects for their staff. This involves cultivating a work setting that is distinguished by trustworthiness, openness, and responsibility, where workers perceive themselves as valued and supported in fulfilling their job duties. Organizations should allocate resources towards training and development initiatives that are geared towards facilitating the acquisition of new skills and career advancement opportunities for their employees. These endeavors possess the capability to augment job contentment and encourage staff retention (Sundari and Narayanamma 2020).

The effective fostering of employee engagement can be achieved through the implementation of programs that offer recognition and rewards. By acknowledging employee contributions and providing substantial incentives, organizations can augment employee motivation and cultivate a sense of camaraderie and teamwork. In addition, facilitating avenues for employees to articulate their viewpoints and recommendations can enhance their degree of engagement, as it affords them the perception that their perspectives are being recognized and incorporated into the organizational decision-making processes.

In essence, the involvement of personnel is a crucial element in the success of a company, and fostering a culture of engagement requires a commitment to ongoing improvement, recognition, and opportunities for career growth for employees. By prioritizing certain areas, organizations can create a work environment that promotes employee motivation, productivity, and commitment toward achieving organizational goals.

Chapter 5 – Recommendations and Conclusion

Recommendation

Employee engagement is a crucial factor that determines the success and profitability of any organization. This training is intended to explore the association between worker engagement and business performance and provide recommendations on how organizations can improve employee engagement to achieve better business results. Based on the study's findings and existing literature, it can be concluded that “employee engagement” has an optimistic influence on business performance. “Engaged employees” are more creative, committed, and motivated, resulting in better customer satisfaction and higher profitability. Therefore, organizations must focus on improving employee engagement to achieve better business results (Shrotryia and Dhanda, Content validity of assessment instrument for employee engagement 2019).

Develop and Implement Employee Engagement Strategies:

To achieve better business performance, organizations should develop and implement employee engagement strategies that align with their business objectives. These strategies should be transparent, inclusive, and focused on creating an optimistic work atmosphere where employees texture appreciated and esteemed. Strategies can include regular training and development programs, open communication channels to foster teamwork, and employee recognition programs. By implementing these strategies, organizations can improve employee engagement and achieve better business results (Shrotryia and Dhanda, Development of employee engagement measure: experiences from best companies to work for in India 2020).

Encourage Employee Feedback:

Organizations should encourage and actively seek employee feedback to improve employee engagement. Regular surveys, focus groups, and one-on-one meetings are effective methods to collect feedback. By actively seeking employee feedback, organizations can identify areas of improvement and use them to guide the development of employee engagement strategies. Feedback from employees can help organizations understand employee needs, preferences, and concerns, which can be addressed through targeted engagement initiatives. Engaging with employees in this manner can foster a culture of open communication, build trust, and improve employee engagement (Akingbola and Van Den Berg 2019).

Provide Opportunities for Career Growth:

Providing workers with career development and growth opportunities is crucial for improving employee engagement and retention rates. Offering training programs, mentoring, job rotations, and promotion opportunities can help employees acquire new skills and experiences, enhancing their job satisfaction and sense of personal and professional growth. When staff texture is appreciated and reinforced, they are more likely to stay with society's longstanding, plummeting employee turnover

rates and associated costs. Providing career growth and development opportunities also helps organizations develop a skilled and motivated workforce, enhancing their capacity to innovate, adapt to change, and remain competitive. By investing in employee career growth and development, organizations can simultaneously improve employee engagement, retention, and business performance (Akingbola and Van Den Berg 2019).

Recognize and Reward Employee Performance:

Recognizing and rewarding employee performance is key to improving employee engagement and business performance. By acknowledging and appreciating employees' hard work and dedication, organizations can motivate and inspire them to perform at their best. Rewards can take many forms, including bonuses, promotions, and public recognition, and should be tailored to meet individual employees' needs and preferences. Such recognition can help boost employee morale, motivation, and job satisfaction, increasing efficiency and improved business performance. Furthermore, recognition and rewards can create a culture of appreciation and positivity, improving workplace relationships and employee engagement. Organizations can create a motivated and committed workforce invested in their success by making recognition and rewards a core part of their employee engagement strategy (Latapí Agudelo, Jóhannsdóttir and Davídsdóttir 2019).

Foster a Positive Work Culture:

Fostering an optimistic labor culture where staff feel appreciated, respected, and included is critical in improving employee engagement and business performance. By promoting diversity and inclusion, organizations can make a factory where all staff feel respected and reinforced, regardless of their context or individuality. Hopeful cooperation and collaboration can stand in the wisdom of belonging and camaraderie amongst staff, leading to improved job satisfaction and higher levels of engagement. Promoting work-life balance can also improve employee engagement, reducing stress and burnout and improving overall well-being. Creating a positive work culture can help organizations attract and

retain top talent, reduce employee turnover, and improve business performance. Additionally, a positive work culture can enhance the government's standing and “brand image” to augment client devotion and satisfaction. Organizations can create a work environment conducive to high performance, innovation, and growth by prioritizing a positive work culture (Latapí Agudelo, Jóhannsdóttir and Davídsdóttir 2019).

Continuously Monitor Employee Engagement:

Monitoring employee engagement on an ongoing basis is essential for organizations to identify areas for improvement and evaluate the effectiveness of their employee engagement strategies. Consistent response devices like employee engagement reviews, “focus groups,” and “one-on-one meetings” can provide valuable insights into employees' experiences, perceptions, and requirements. Such feedback mechanisms enable organizations to determine areas where employee engagement may be lacking and identify targeted interventions to improve engagement levels. Additionally, continuous monitoring can assist organizations in evaluating the outcomes of their employee engagement strategies and determining their effectiveness (Dionisio and de Vargas 2020).

Continuous employee engagement monitoring is critical for organizations seeking to achieve better business outcomes. Tracking employee engagement over time allows organizations to identify trends and patterns that can inform their engagement strategies. For example, a decline in engagement levels within a specific department may suggest that changes are required to improve working conditions or address particular concerns. Conversely, an increase in engagement levels may indicate the success of a recent employee engagement initiative. Elevated levels of employee engagement are linked to increased productivity, better customer service, reduced absenteeism, and lower turnover rates. Organizations can create a positive work environment that fosters high performance, innovation, and growth by consistently monitoring employee engagement and addressing identified issues.

Conclusion

In conclusion, Employee engagement is vital for the achievement of any society. “Engaged employees” are more likely to be committed to their work and more productive, leading to increased profitability and customer satisfaction. Additionally, engaged employees tend to be more innovative, bringing fresh ideas and perspectives to the organization. Organizations prioritizing employee engagement are also likely to have lower employee turnover rates, as staff are more likely to stay with the group when they feel appreciated and esteemed. Furthermore, high employee retention rates can reduce the cost and time of recruiting and training new employees. In conclusion, prioritizing employee engagement can significantly impact overall business performance, making it a crucial factor for organizations to consider.

Organizations must develop and implement employee engagement strategies that align with their business objectives to achieve higher levels of employee engagement. These strategies should be inclusive, transparent, and focused on making an optimistic labor atmosphere where staff feel appreciated and esteemed. Employee engagement strategies can include regular training and development programs, open communication channels, and employee recognition programs.

Furthermore, organizations should encourage employee feedback and actively seek it out. Feedback from employees can help identify areas of improvement and guide the development of employee engagement strategies. Organizations should also provide employees with chances for career development and growth. Providing chances for occupation evolution and growth increases “employee engagement” and improves “employee retention” and reduces turnover rates.

Recognizing and rewarding employee performance is an effective way for organizations to show appreciation for their hard work and dedication. It not only helps boost employee morale and

motivation but also creates a sense of achievement and belonging. When staff feel appreciated, they are more likely to be affianced and prolific, leading to improved business performance.

Moreover, fostering a positive work culture is crucial for creating an environment where employees feel valued, respected, and included. Promoting diversity and inclusion helps ensure all employees feel welcome and appreciated, regardless of their background or identity. Encouraging teamwork and collaboration can help build strong relationships and a sense of community within the organization. Promoting work-life balance can help employees maintain a healthy work-life balance, reducing stress and burnout.

Recognizing and rewarding employee performance and fostering a positive work culture are vital components of employee engagement that can significantly impact business performance.

Organizations prioritizing these factors will likely have engaged and motivated employees, leading to improved productivity, retention rates, and overall success.

Finally, organizations should continuously monitor employee engagement to identify improvement areas and track employee engagement strategies' effectiveness. Regular employee engagement surveys, focus groups, and one-on-one meetings can provide valuable insights into employees' experiences, perceptions, and needs.

To conclude, employee engagement is a vital factor that can impact business performance in numerous ways. Organizations that prioritize employee engagement can achieve several benefits, including increased profitability, customer satisfaction, and innovation. To achieve this, organizations must develop and implement effective employee engagement strategies that align with their business objectives, encourage employee feedback, provide opportunities for career growth and development, recognize and reward employee performance, foster a positive work culture, and continuously monitor employee engagement. By doing so, organizations can develop a work environment favorable to high

performance, innovation, and growth. Ultimately, organizations prioritizing employee engagement are more likely to have motivated and engaged workers, leading to improved productivity, retention rates, and overall business success.

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Appendix

Questionnaire

1. Collaboration with others increases business performance. 2.

Manager communicates information clearly to employees.

3. Organization communicates its goal and strategies with employees clearly.

4. The salary package meets the employee's needs.
5. Employee performance evaluation is fair and appropriate in the organization.
6. People in my work group quickly resolve conflicts when arising.
7. The management encourages open communication among employees, allowing them to voice their thoughts.
8. The managers show genuine interest in hearing employee suggestions and ideas rather than simply dismissing them outright.
9. Working environment motivating employees to do their job well.

Interview Questions

- 1- Do you feel that your accomplishments are recognized at your company?
- 2- How well do you feel that you can contribute to the success of the team or organization?
- 3- How connected do you feel to the mission and values of the organization?
- 4- Do your ideas and opinion count at work?
- 5- What motivates you to get your job done?
- 6- What are your ideal working conditions to be the most productive?