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Employee Engagement and Performance

The Engagement-Performance Connection

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Abstract: - This study explores how employees' experiences of their workplace may be connected with engagement, job satisfaction, and work performance. It considers organisational culture, supervisor support, communication, recognition and rewards, career prospects, and the balance between work and personal life. The discussion is informed by Equity Theory, Organisational Justice Theory, Expectancy Theory, Value-Percept Theory, and Social Exchange Theory, which offer different ways to understand how employees judge fairness and the exchange between their effort and the benefits they receive. Survey responses were collected through a structured questionnaire and examined across areas including learning, appraisal, managerial feedback, innovation, work-life balance, and ethical conduct. In this sample, respondents gave comparatively strong ratings to role clarity, support for innovation, and managerial feedback. Learning frequency received a notably lower average, identifying an area that may warrant attention. The findings underline the importance of fair procedures, helpful supervision, and opportunities for employee development.

Keywords: Employee engagement, employee performance, workplace culture, job satisfaction, organisational support

INTRODUCTION

Employees contribute to an organisation in ways that extend beyond completing routine duties. Although planning, finance, and technology matter, these resources achieve their purpose through the people who use them. Employee engagement is therefore an important concern in human resource management. It refers to the degree to which employees feel involved in their work, connected to the organisation, and prepared to contribute to shared objectives.

Engagement involves more than attendance or completing the tasks formally assigned to a role. It may be reflected in an employee's interest in the work, willingness to take initiative, and understanding of organisational priorities. When people believe their contribution is meaningful and appreciated, they may be more inclined to participate, accept responsibility, and pay attention to the standard of their work.

Employee performance describes how effectively a person carries out their job responsibilities. Relevant indicators can include output, accuracy, efficiency, achievement of targets, cooperation with colleagues, and support for team

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objectives. Because employees' daily efforts form part of organisational results, examining the possible relationship between engagement and performance can help identify workplace conditions that support both.

Several features of working life may influence engagement: leadership, communication, recognition, remuneration, career prospects, workplace culture, and the fit between job demands and personal commitments. Managers can encourage a constructive environment by clarifying expectations, listening to staff, and recognising effective work. Development opportunities can help employees build the capabilities required for their roles. Fair treatment, reasonable security, and appropriate working conditions may also shape employees' attitudes toward their organisation.

REVIEW OF LITERATURE

(Agarwal, 2016)Agarwal (2016) considers employee satisfaction through the experiences people have at work. The discussion identifies communication, leadership, and workplace conditions as influences on how employees evaluate their jobs. More positive perceptions of these aspects may be associated with stronger motivation and satisfaction, with possible benefits for organisational outcomes.

(Ramkumar, 2019)Ramkumar (2019) highlights that perceptions of an organisation differ between employees because individuals interpret their own experiences and working conditions differently. These varying assessments may be reflected in workplace attitudes and behaviour, and can therefore be relevant when examining employee performance.

(Mamatha M, 2020)Mamatha M. (2020) examines flexible arrangements such as remote work and adjustable working hours. When managed appropriately, flexibility can help employees coordinate work with personal responsibilities and may contribute to satisfaction, motivation, engagement, and retention. Outcomes are not necessarily uniform: unclear boundaries or concerns about career progression can reduce the benefits of flexible arrangements.

(Sudhakar, 2011)Sudhakar (2011) discusses employees' experiences of training and development. As technology and job expectations evolve, workers may need opportunities to refresh their knowledge and strengthen their skills. Training can support adjustment to changing demands and may also be viewed as preparation for career advancement.

(PRADEEP, 2016)Pradeep (2016) studies skill-development initiatives in Bengaluru's information technology sector. Such programmes can build employees' capabilities and prepare them for new responsibilities or changing job requirements. Employees' assessments of these initiatives are consequently useful when considering professional growth and development.

RESEARCH GAP

The literature reviewed addresses employee perceptions and satisfaction, flexible working arrangements, training, and skills development. Collectively, these studies suggest that employees' workplace experiences are shaped by a combination of organisational conditions and management practices. The factors involved may overlap rather than operate independently.

Further examination is useful to understand how engagement-related experiences and performance appear together in employees' actual work settings. The studies summarised above focus on particular influences, providing a basis for

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examining several organisational practices alongside employees' reported views. However, questionnaire findings alone cannot demonstrate that one factor causes another.

Against this background, the present paper examines employee views of their organisations and selected practices that may be relevant to engagement and performance. Particular attention is given to management support, communication, recognition, and development opportunities, and to how employees' responses across these areas can inform an understanding of their workplace experience.

RESEARCH METHODOLOGY

The study uses a descriptive and analytical research design. Descriptive analysis summarises the responses and reported satisfaction levels. The analytical component considers patterns and potential relationships among selected questionnaire variables.

Sources of Data

Primary data came from employees working in three organisations selected for the study.

Information was collected using a structured questionnaire distributed through Google Forms, supplemented by direct interactions with employees. The questions covered general views of the organisation, reasons for choosing it, and opinions about workplace practices.

Books, journal articles, research papers, and other academic materials concerning employee engagement, employee perceptions, and organisational practices were consulted as secondary sources.

Population of the Study

The population comprised employees from the three participating organisations. People from different roles and work backgrounds were included to reflect a variety of workplace experiences within the available sample.

- **Sampling Technique**

The study applied convenience sampling, a non-probability approach. Participants were approached according to their availability and willingness to respond. Although practical within the time available, this method restricts the extent to which the results can be generalised beyond the participants.

- **Data Collection Method**

The questionnaire was developed around the study objectives and circulated through Google Forms; direct interactions were also used during data collection. Items asked about overall organisational perceptions, reasons for joining, and assessments of practices such as learning, performance appraisal, work-life balance, and managerial support.

The responses were organised for analysis. Data were collected for academic purposes, with attention paid to protecting participants' privacy while their answers were handled.

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- **Tools Used for Data Analysis**

Jamovi was used to analyse the survey data. Microsoft Excel was also available for organising responses and preparing initial tables or charts.

The analysis considered the following statistical approaches:

1. **Frequency and percentage summaries describe how participants' answers are distributed among response categories and help reveal prominent patterns.**
2. **Descriptive measures, including the mean, median, and standard deviation, summarise numerical observations or coded scale responses when appropriate.**
3. **The chi-square test of independence evaluates whether two categorical variables appear to be associated, subject to suitable expected cell counts and other assumptions.**
4. **An independent-samples t-test compares the average scores of two separate groups when the data and test assumptions justify its use.**
5. **One-way ANOVA can compare average scores across three or more independent groups. Where equal variances are not a reasonable assumption, Welch's ANOVA may be more appropriate.**
6. **Correlation analysis examines the direction and strength of association between suitable numerical or scale variables. The method selected should reflect the variables' measurement levels and distributions.**

The analytical method should match the research question, variable measurement, and relevant statistical assumptions. Results are best understood as associations or comparisons, not as evidence of cause and effect.

- **Scope of the Study**

The investigation focuses on employees in three selected organisations. It examines their overall views, the considerations that influenced their choice of organisation, and their responses to selected workplace practices. These findings may help identify aspects valued by participants and areas that could benefit from review.

- **Limitations of the Study**

The results represent only the participating employees from the selected organisations and may not reflect the experiences of workers elsewhere. Responses also depend on participants understanding the questions and reporting their views accurately. Given the use of convenience sampling, the findings should be interpreted as sample-specific.

RESULTS & DISCUSSION

OBJECTIVES

1. To study the overall perception of employees towards the organisation
2. To identify the factors influencing employees to join the organisation

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3. To assess the level of employee satisfaction regarding key organisation practices

Hypotheses of the Study

Objective 1: To study employees' overall perceptions of their organisation.

For this objective, the analysis considers how participants evaluate their workplace, including role clarity and the support they experience. Their responses provide a description of the sample's views and indicate which practices may merit closer attention.

- H_0 (Null hypothesis): Employees' overall perception of the organisation is not significantly positive.
- H_1 (Alternative hypothesis): Employees' overall perception of the organisation is significantly positive.

- Descriptives

	Learning_Frequency	Fair_Evaluation	Innovation_Support	Work_Life_Balance	Manager_Feedback	Ethics_Trust	Recommend_Org	Role_Clarity
Mean	2.01	3.43	3.75	3.51	3.70	3.68	3.69	3.80
Median	2	4	4	4	4	4	4	4
Standard deviation	0.902	1.11	1.08	1.15	1.09	1.18	1.08	1.11
Minimum	1	1	1	1	1	1	1	1
Maximum	5	5	5	5	5	5	5	5
Skewness	1.62	-0.739	-1.04	-0.636	-1.08	-1.06	-0.947	-1.02
Std. error skewness	0.238	0.238	0.238	0.238	0.238	0.238	0.238	0.238
Kurtosis	3.04	0.106	0.783	-0.224	0.791	0.474	0.551	0.605
Std. error kurtosis	0.472	0.472	0.472	0.472	0.472	0.472	0.472	0.472

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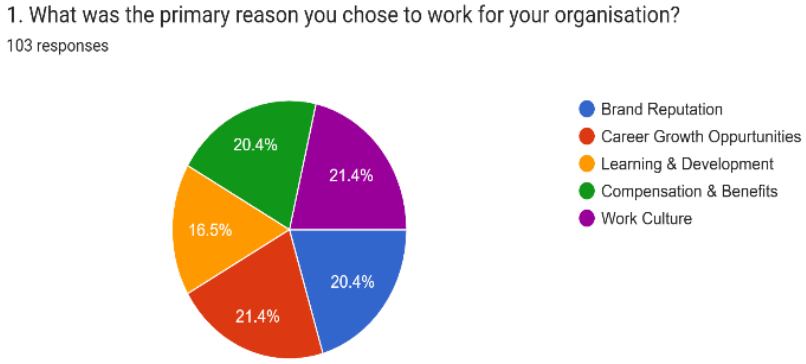
Role clarity recorded the highest mean score (3.80), with innovation support next at 3.75. Managerial feedback, willingness to recommend the organisation, and ethics and trust each averaged around 3.7. Fair evaluation and work-life balance received lower mean ratings than the leading measures. Learning frequency was lowest at 2.01, suggesting that respondents reported less frequent learning opportunities than positive experiences in several other areas. Taken together, the results are favourable overall, but learning deserves further consideration.

- H_1 (Alternative hypothesis): Employees' overall perception of the organisation is significantly positive.

Objective 2: To identify the factors influencing employees to join the organisation.

Employees can weigh several considerations when selecting an organisation. These may include the employer's reputation, prospects for advancement, access to learning, salary and benefits, security of employment, and the working environment. The response distribution indicates which factors participants selected most often.

- H_0 (Null hypothesis): Employees' stated reasons for joining the organisation are not significantly associated with the factors considered, such as salary, career growth, work culture, and learning opportunities.
- H_1 (Alternative hypothesis): Employees' stated reasons for joining the organisation are significantly associated with the factors considered, such as salary, career growth, work culture, and learning opportunities.



Career opportunities and workplace culture were each selected by 21.4% of respondents as reasons for choosing their organisation. Brand reputation and compensation and benefits each accounted for 20.4%, while

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learning and development represented 16.5%. The pattern indicates that future prospects and the everyday work environment were important to participants, alongside reputation and financial considerations.

- H_1 (Alternative hypothesis): Employees' stated reasons for joining the organisation are significantly associated with the factors considered, such as salary, career growth, work culture, and learning opportunities.

Objective 3: To assess the level of employee satisfaction regarding key organisational practices.

This objective reviews participants' assessments of organisational practices, including supervisor support, communication, work-life balance, teamwork, and performance evaluation. Comparing the responses helps show which practices receive relatively favourable assessments and where employees may see room for improvement.

- H_0 (Null hypothesis): There is no statistically significant association between key organisational practices and employee satisfaction.
- H_1 (Alternative hypothesis): There is a statistically significant association between key organisational practices and employee satisfaction.

Contingency Tables

Gender	Brand Reputation	Career Growth Oppurtunities	Compensation & Benefits	Learning & Development	Work Culture	Total
Male	12	11	11	6	15	55
Female	9	11	10	11	7	48
Total	21	22	21	17	22	103

Overall responses suggest a positive view of several organisational practices, although ratings and agreement counts differ across the measures examined.

Managerial feedback received 51 agreement responses, the highest count among the practices noted. Innovation support followed with 48, and ethics and trust with 47. These totals suggest comparatively favourable views of these areas, while responses across the remaining measures indicate that further improvement may be worthwhile.

H_1 (Alternative hypothesis): There is a statistically significant association between key organisational practices and employee satisfaction.

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Analysis 3

χ^2 Tests			
	Value	df	p
χ^2	4.40	4	.355
N	103		

Independent Samples T-Test

Independent Samples T-Test				
		Statistic	df	p
Recommend_Org	Student's t	-0.347	101	.730
	Mann-Whitney U	1283		.798
Note. H_a $\mu_{Male} \neq \mu_{Female}$				

One-Way ANOVA

One-Way ANOVA (Welch's)

	F	df1	df2	p
Recommend_Org	0.428	3	29.6	.734

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CONCLUSION

This paper examined employee engagement and performance through respondents' views of their organisations, their reasons for joining, and their assessments of selected workplace practices. The descriptive findings were generally favourable. Role clarity had the strongest mean score, followed by innovation support; managerial feedback and ethics and trust also received comparatively positive ratings. Career growth and workplace culture were the most frequently reported reasons for choosing an organisation.

The questionnaire data were analysed in Jamovi using descriptive summaries and selected inferential tests. The reported chi-square test was not statistically significant ($\chi^2 = 4.40$, df = 4, p = .355). The independent-samples t-test for recommending the organisation did not identify a statistically significant difference between male and female participants (p = .730). The reported Welch's ANOVA was also non-significant (p = .734). These results relate only to the comparisons reported and should not be interpreted as proof that all groups or workplace factors are equivalent.

Learning frequency and fair performance evaluation stand out as possible areas for further attention. Organisations could review how often training is offered, make appraisal standards easier to understand, provide constructive feedback, and sustain a respectful working environment. More generally, employee feedback can help organisations identify practical ways to strengthen satisfaction and engagement. Since the study covers a limited convenience sample, its findings should be considered within those boundaries.

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