

Employee Engagement and Employee Performance: A Conceptual Framework

MohdZainalMunshidHarun, Ngu Suk Ling

¹(School of Business and Management, University College of Technology Sarawak, Malaysia)

²University College of Technology Sarawak, Malaysia

Abstract: Employee engagement is recognized as one of the vital variables prompting the success of organizations in sustaining competitive advantage. Insignificant consideration has been given to employee engagement and its relationship on employee performance. Moreover limited studies that looked into employee performance had not integrated all dimensions of employee engagement. This paper thus proposes a conceptual integration between all dimensions of employee engagement and employee performance.

Key Word: Employee engagement; employee performance;

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I. Introduction

Employee engagement is recognized as one of the vital variables prompting the success of organizations in sustaining competitive advantage. (Nair and Salleh, 2015). It's also viewed as a critical driver of business as it affects direct on employee's morale, productivity and performance. There are various factors that define an employee engagement enhances employee performance (Macey and Schneider, 2008; Rich et al., 2010). The concept has changed, considering the various behaviours exhibited by an employee that is positively productive in enhancing the performance. Taking the perspectives of all dimensions of employee engagement (work environment, leadership, team work, training and career development, compensation and organizational practices) and employee performance, this paper attempts to integrate all dimensions of employee engagement and employee performance. In other words, this study recommends another perspective to look at while fostering employee engagement and performance in organizations

II. Literature Review

Employee engagement

Employee engagement is a complex, broad construct that absorbed lots of well researched ideas such as satisfaction, commitment, loyalty and role behaviour. According to Kahn (1990), engagement means occupying and performing an organizational role by psychologically and physically. Employee engagement means a person who is fully participated and enthusiastic in his or her work (Seijts and Crim 2006). An engaged employee tends to take initiative, the organization's needs, strengthens and supports the organization's culture and values, stay focused and alerted, and he or she can make a difference (Macey, 2006). According to Gallup (2002), engaged employees work with full passion and drive innovation and bring the organization a step forward.

Employee performance

Employee performance is the terms of employee productivity and output. According to Motowidlo et al. (1997), it is the "degree to which the employees help the organization to reach its goals". The core purpose of every organization is to enhance its overall performance which can only be achieved through efficient performance of employees (Tahir et al., 2014).

Employee engagement and employee performance

Employee performance has a direct relationship with the performance of the organisation and its success (Anitha, 2013). A number of studies demonstrate that a significant method to uplift employee performance is to focus on fostering employee engagement (Christian et al., 2011; Fleming and Asplund, 2007; Rich et al., 2010; Richman, 2006; Macey and Schneider, 2008; Holbeche and Springett, 2003; Leiter and Bakker, 2010). Engaged employees display a wide scope of gainful practices that improve synergetic team efforts toward organizational goals (Bakker and Demerouti, 2008). These synergetic efforts lead to enhanced

employee performances (Bakker and Schaufeli, 2008). Demerouti and Cropanzano (2010) argue that various dimensions of engagement can prompt improved employee performance as a result of various factors.

Work Environment

Work Environment was found as one of the critical variables that related with employee performance. Ollukkaran and Gunaseelan (2012) studied the employees in manufacturing sector stated that the work environment has a significant impact upon employee performance and productivity. (Tulenan, 2015; Phong *et al.*, 2014) found out that the work environment and compensation, earning and promotion have significant positive effect on employee performance simultaneously. Therefore the evocative workplace environment that aids employees for concentrated work is considered to be one of the dimensions of employee engagement; thus associated with employee performance.

Leadership

Leadership also found to be the criteria identified as an essential dimension to inform employee performance. The strategic leadership had an impact on employee performance. Strategic leadership creates a unique relation between management and employees to enhance employee performance (Zia-ud-Din *et al.*, 2017). In addition, strategic leaders is of deep significance as it can lead the association towards productivity, success, quality customer service, sales growth, market share (Potocki and Brocato, 1995). On the other note , leadership styles has drawn great attention from scholars in various fields in the recent years with the various finding mentioned about the significant relationship between the leadership styles and employee performance (Chandra and Priyono, 2016; Prabhu and Pradeep, 2011).

Teamwork

Teamwork is another aspect that emphasises explicitly the aspect of employee engagement and employee performance. The studied of teamwork employee performance in manufacturing, public and private sector, textile industry and bank’s employees clearly indicated that teamwork and other measures of employee performance are positively related with employee performance (Khan and Al Mashikhi, 2016; Manzoore *et al.*, 2011; Ahmad and Manzoor, 2017). Thus if the employee has good relationships with his co-workers, his work performance is expected to be high.

Training and career development

Training and career developmentis another important dimension which is to be considered in the process of enhancing employee’s performance. When the employee undergoes training and learning development programmes, have clear career path, this is automatically improves automatically their level of performance. The practices of effective employee training and their development is appealing to be the paramount in determining the employee performance in the various sector (Charity, 2015; Ampomah,2016; Shafiq and Hamza,2017; Akter, 2016)

Compensation

Compensation includes expenses such as bonuses, profit sharing, overtime and rewards that includes monetary and non-monetary rewards services of employees (Wright *et al.*, 2003). Compensation has a very strategic role in a company or organization, hence if the compensation given by the company to employees will greatly affect the level of job satisfaction and the achievement of employee performance (Dessler, 2015). Research in various context (Nzyoka, and Orwa, 2016; Oluigbo and Anyiam, 2014; Ramli, 2018; Njoroge, and Kwasira, 2015), found that better compensation management from the company for employees, the better the performance of its employees as well as maintaining the company performance.

Organizational practices

Organizational practicesdetermine the productivity and performance of the employees. It has been evident from previous research that eliciting high employee performance depends on the size of organizations and adoption of complementary practices (Patibandla and Chandra, 1998). In addition the organizational policies i.e HR management system, enhances employee performance (Horgan and Mu’hlau, 2006).

Table no 1: Shows summary of previous studies on employee engagement dimensions and employee performance.

Author(s)	Respondents	Country	Results
Ollukkaran and Gunaseelan (2012)	employees in manufacturing sector	India	The work environment has a significant impact upon employee performance and productivity
Chandra and Priyono (2016)	students in the high school	Indonesia	The leadership style and work environment had an

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			impact on employee performance.
Phong et al., (2014)	employees working in public sector	Vietnam	The results showed that earning, work environment and promotion opportunities positively influence employee performance.
Lankeshwara (2016)	employees in textile industry	Sri Lanka	the job aids, supervisory support and physical work environment as positively influential for the employee's performance and job aid as the most critical predictor.
Samson et al., (2015)	Bank's employees	Kenya	the psychosocial and work life balance factors as antecedents of work environment have a significant effect on employee performance.
Tulenan (2015)	employees working in public sector	Indonesia	Work environment and compensation have significant positive effect on employee performance simultaneously

Leadership

Author(s)	Respondents	Country	Results
Chandra and Priyono (2016)	students in the high school	Indonesia	The leadership style and work environment had an impact on employee performance.
Prabhu and Pradeep (2011)	Employee from public and private sector	India	Leadership style has significant relationships with employee outcomes
Zia-ud-Din et al., (2017)	Employee in textile industry.	Pakistan	Strategic leadership has significant impact on employee performance

Teamwork

Author(s)	Respondents	Country	Results
Khan and Al Mashikhi(2016)	employees working in aBank.	Oman	An effective relation between teamwork and employee performance.
Manzoor et al., (2011)	Staffmembers of Higher Education Department	Pakistan	significantbetween teamwork and performance.
Ahmad and Manzoor, (2017)	Employees of telecommunications company	Pakistan	teamwork has significant positive effect on employee performance.

Training and career development

Author(s)	Respondents	Country	Results
Charity (2015)	Bank's employees	Kenya	trainings andcareer development contributed to 55.29% of employee performance while the rest contributed to 44.71%. The study therefore concluded that trainings and career development highly influence employee performance
Ampomah (2016)	employees in private higher institution	Ghana	training and career development improve employee performance inthe organization.
Shafiq and Hamza (2017)	the employees of the private Malaysia	Malaysia	all independent variables (training and development) have an insignificant impact on employee performance
Akter (2016)	garments employees)	Bangladesh	report that there is a high degree of positive relationship and significant positive impact between training and development on employee performance

Compensation

Author(s)	Respondents	Country	Results
Nzyoka and Orwa (2016)	Insurance company's employees	Kenya	positive significant relationship between total compensation and employee performance and recommendations with benefits, recognition and appreciation being key factors in compensation.
Oluiabo and Anyiam (2014)	employee in Information Technology (IT) organisation	Nigeria	necessary within their reach to provide incentives and benefits so as to boost the effort of the workers towards greater performance in their job.
Ramli (2018)	employee in the private hospital	Indonesia	compensation has positive effect toward the job satisfaction and employee's performance,
Njoroge and Kwasira (2015)	employee in the public sector	Kenya	a strong relationship compensation and reward on employee performance

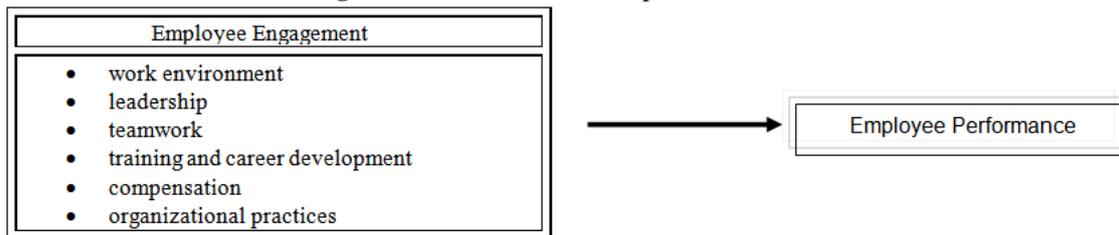
Organizational practice

Author(s)	Respondents	Country	Results
Patibandla and Chandra (1998)	employees in the textile industry	Canada	effectiveness of the organizational in eliciting highemployee performance depends on the size of organizations and adoption of complementary

			practices.
Horgan and Mu'hlau (2006)	employees in the private company	Ireland and the Netherlands	organizational policies (HR management system) enhances employee performance

Having taken a serious considerations of findings from indicated literatures, the conceptual framework of this study is as shown in Figure 1. The framework is a moderated model (Anitha. 2013). This conceptual framework emphasize the independent variable (work environment, leadership, team relationship, training and career development, compensation and organizational practices on dependent variable (employee performance). Finally, employee engagement and performance have studied intensively in the context of manufacturing, public and private sector, textile, insurance company education, banking, telecommunication etc, but studies on the relation between employee engagement and performance in the other context is still scarce. Therefore future research must further explore in the context of hotel where less is known about employee engagement and performance.

Figure no 1. Shows the Conceptual framework



III. Conclusion

The integration of dimensions; employee engagement (work environment, leadership, teamwork, training and career development, compensation and organizational practices and employee performance, and how they are anticipated to associate one another is interestingly less research by far. The results of the integration of this proposed investigation will be significant in providing facts to all the relevant fields' literatures and assist organizations particularly hotel in crafting and formulating strategies towards enhancing their employees' engagement and performance.

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