

Impact of Employee Engagement on Organizational Performance – Moderating Role of Job Satisfaction

Raghavendra R¹, Dr.M.Kamaraj²

¹Research Scholar, Annamalai University

Associate Professor

²Department of Business Administration

Annamalai University

KEYWORDS

Employee Engagement, Organizational Performance, Job satisfaction, IT Employees, IT firms

ABSTRACT

This study explores the relationship between organizational performance (OP), employee engagement (EE), and job satisfaction (JS) as a moderating factor among IT workers in Bangalore City. Research indicates a positive correlation between OP and EE, suggesting that engaged employees lead to better organizational outcomes. Job satisfaction, acting as a moderator, can either strengthen or weaken this connection. This study employs a quantitative approach to examine these dynamics and determine how JS influences the effect of EE on OP. Understanding the role of JS as a moderator can help IT managers tailor their engagement initiatives to maximize their impact on organizational performance. Recognizing the importance of JS in this relationship allows managers to make more informed decisions on effectively boosting employee engagement within their teams. Addressing both engagement and satisfaction can lead to a holistic approach to improving overall employee well-being and productivity. This integrated strategy can result in a more motivated and committed workforce, ultimately benefiting the organization. Exploring the impact of different leadership styles on employee well-being and productivity could offer valuable insights for managers aiming to enhance team dynamics. Incorporating employee feedback helps organizations understand individual needs and preferences, leading to more effective strategies for fostering a positive work environment. By focusing on both engagement and satisfaction, managers can create a supportive environment that promotes higher performance and satisfaction among employees, contributing to the overall success of the organization.

INTRODUCTION

An approach to workplace management known as "Employee Engagement (EE) " aims to strengthen workers' commitment to their jobs, the organization as a whole, their co-workers, and the values upheld by management (1). Increasing morale and output at every level of an organization is possible via the usage of EE strategies used by HR departments (2). Ensuring that every individual in a company consistently performs at their best requires the implementation of various strategies, programs, and tactics for EE (3). Ensuring EE in HR is crucial for fostering a strong sense of commitment to the company's mission, goals, and values (4). It helps to keep employees motivated and inspired to make valuable contributions to the overall success of the organization. Ensuring the well-being and satisfaction of all employees is the main objective of any EE strategy (5).

EE is a term used by human resource professionals to describe the positive and dedicated attitude that workers have towards their work It exemplifies the commitment and additional

effort that employees invest in their work on a daily basis (6). Building a strong and engaged workforce relies on fostering honesty, openness, dedication, and effective communication between management and staff. Implementing this approach can significantly enhance the chances of achieving success for the company (7). By focusing on improving performance at both the individual and organizational levels, productivity can be increased while also promoting overall well-being. Measuring EE is a task that HR professionals can easily handle, as it can vary from poor to outstanding (8). Therefore, it is an effective approach to assess employees' perspectives on an ideal company culture. Engaged employees are essential for creating a thriving company culture. It is widely recognized that employees who are engaged in their work tend to be more productive and committed to the company (9).

The importance of employee involvement in boosting Organization Performance (OP) may be summed up as Engaged workers are more inclined to exceed expectations in their job, leading to higher production. The success of their company is important to them, and they are proud of the role they played in its achievement (10). Employees are less inclined to seek out possibilities elsewhere when they feel appreciated and a part of their organization, leading to higher retention rates (11). Encourages creativity: Since they are invested in the OP, engaged workers frequently generate fresh ideas and solutions (12). In the world of business management, there is no denying the impact that employee involvement has on a company's performance (13). Creating a work environment that fosters engagement and dedication can greatly benefit companies. This can be achieved by promoting meaningful work, fostering connections among employees, and providing ample opportunities for growth and development (14). EE is closely tied to how much workers believe their contributions align with the OP. People carefully evaluate both financial and non-financial aspects of their work to gauge their overall job satisfaction, which is closely tied to their perception of the job's overall quality (15). Therefore, it is commonly perceived as an individual's emotional response to the fulfilment of their primary professional principles. When these ideals are met, there is a sense of satisfaction and fulfilment. Conversely, when they are disregarded, there is a feeling of dissatisfaction and unhappiness (16). When employees are dissatisfied with their jobs, they may exhibit disruptive behaviour and contemplate leaving, resulting in decreased productivity and customer satisfaction. Furthermore, a crucial aspect of a company's growth and prosperity hinges on the satisfaction and contentment experienced by its employees in their professional endeavours (17). With this background, the current study aims to OP and EE and the Moderating Effect of Job Satisfaction. Researchers think that there is a positive relationship between OP and EE. JS is shown to play a moderating role in this relationship, i.e. job satisfaction. It can strengthen or weaken the relationship between OP and EE. By examining these variables and their interactions, the study aims to provide organizations seeking to provide enhanced and enhanced productivity has gained valuable insights high EE. The approach of the study consisted of conducting a systematic literature analysis in order to analyze both background reviews and independent studies that were related to EE, JS and OP (18). Using the criteria of include only English-language studies that were published during the previous five years, a total of 34 publications were found and chosen for inclusion in the review. The selection process was based on the criteria (19). After obtaining the unabridged versions of the relevant research works, a total of 24 different pieces of published research were chosen for the aim of carrying out an in-depth analysis of the quality of the research presented in each of the individual pieces. Because of iterative processes and concerns regarding the studies' overall quality, we decided not to include four of them in our analysis. The foundation of this study is a careful analysis of twenty different scholarly sources that are pertinent to the topic at hand (20). The level of employee involvement has a direct influence on performance, which in turn affects the success and profitability of a business (21). Engaged personnel have a sense of worth and are driven to exert their utmost efforts, leading to increased production, enhanced customer satisfaction, and superior company results. Organizations may foster more EE and establish a culture that encourages well-being, productivity (22), and the attainment of corporate objectives by

prioritizing employee happiness, creating a good work environment, and providing consistent feedback and constructive assistance (23). Studies indicate that firms that have a high level of EE tend to get superior economic results and overall OP (24). An individual who is actively involved in their job experiences a sense of worth, harbours favourable emotions towards their tasks, and is more inclined to exert additional effort in order to support the organization's mission and objectives (25).

In contrast, employees that are actively disengaged may demonstrate reduced productivity, heightened absenteeism, and a greater frequency of missed work. Establishing a favourable work environment, offering helpful criticism, and making employees feel appreciated are crucial for raising EE and eventually boosting organizational efficiency (26). Committed personnel demonstrate exceptional dedication, exert additional effort, and make valuable contributions to a highly efficient team. Moreover, their propensity to offer a favourable client experience is heightened, since their active involvement and contentment significantly enhance the organization's capacity to provide outstanding service (27). Organizations may enhance EE and optimize performance results by implementing strategies such as cultivating a favourable work environment, offering avenues for professional advancement, and nurturing effective leadership (28). Engaged employees demonstrate voluntary exertion, surpass expectations, and contribute to a highly productive team. In addition, they foster a favourable work atmosphere and bolster the organization's capacity to provide outstanding service (29). Assessing the influence of EE on company performance is crucial for comprehending the efficacy of engagement efforts and making well-informed choices (30). An organization's success is highly dependent on the level of JS of its personnel. Gaining a deep understanding of how to keep people happy and inspired to go above and beyond is crucial (31). When workers are happy in their jobs, they are more invested in the organization's success and growth, which boosts productivity and quality of work (32). An organization's success hinges on its ability to understand and cater to its employees' needs, wants, and emotions, as well as to identify and implement tactics to enhance staff devotion and commitment (33). The effort has the potential to deepen commitment, increase productivity, and improve business outcomes. A key component to every successful business is a happy and fulfilled workforce (34).

There are some studies on the impact of EE practices on OP, but very few studies consider JS as a facilitating variable for OP. JS plays an important role in determining the effectiveness of EE practices to enhance OP (35). It is important to consider JS as a moderating variable because it can affect the relationship between EE and OP. By understanding the impact of JS on effective EE practices, organizations can adjust their strategies to ensure productivity and efficiency (36).

The objective of the study is to Analyse the impact of EE of IT Employees on OP and Examine the moderating relationship between EE and OP. H1- EE of IT Employees impacts their OP. H2 – JS moderates the relationship between EE and OP

METHODOLOGY

Research Strategy: The current research is exploratory research and uses quantitative data approach

Research Instrument: The Questionnaire consisting of 4 Parts - Information on the Demographic profile of the respondent (Multiple choices), Information on the Work profile of the respondent (Multiple choices), and Questions related to elements of EE, JS and OP (37) was used for the study. The data was collected using Interviews (Where ever possible) and Google forms.

Sample size: A Population of IT employees in Bangalore City which Around 15,00,000 Employees as on 2019 census is used to derive at the sample size using the Cochran Formula of Known Population at 95% confidence level and 7.5% margin of error, sample size of 140 respondents was chosen (37). IT Employees in Bangalore city – Entry and Middle level employees (Top 10 IT Companies as per market cap) from each company (10 employees) who

are part of successful projects are considered. The sample for the study is derived using convenient sampling (38).

Pilot study: A pilot study using 30 IT employees was conducted to affirm the validity and reliability of the questionnaire (39). The scores for reliability for all constructs in the IT Employees research instrument were above .9 and below .95 indicating excellent reliability. The IT Employees questionnaire was deemed valid and reliable in the current model since all dimensions have been verified and all constructs meet the validity criteria. The reliability and validity of the questionnaire was tested using the master validity tool by Gaskins and was affirmed.

Tools of Analysis: The study utilized SPSS Version 22 and AMOS Version 22 software for data analysis (40). Using various software tools, the researchers employed statistical techniques such as factor analysis and structural equation modelling to enhance their comprehension of the variables that impact job satisfaction. In doing moderation analysis, the Andrew Hayes process macros- model 1 was employed (41).

RESULTS AND DISCUSSION

Profile of the IT Employees

Table 1: Demographic profile of the IT Employees

Gender	Frequency	Percent
Female	24	17.1
Male	116	82.9
Total	140	100.0
Age		
26-35 years	68	48.6
36-45 years	48	34.3
Above 45 years	8	5.7
Below 25 years	16	11.4
Total	140	100.0
Qualification		
Graduate	100	71.4
Post Graduate	40	28.6
Total	140	100.0
Experience		
11 to 15 years	16	11.4
4 to 7 years	32	22.9
8 to 10 years	32	22.9
Above 15 years	28	20.0
Less than 4 years	32	22.9
Total	140	100.0
Designation		
Consultant associate	4	2.9
Delivery Head	8	5.7
IT analyst	4	2.9
Project Manager	20	14.3
Senior Software Engineer	20	14.3
Software Engineer	28	20.0
Team Leader	56	40.0
Total	140	100.0

TABLE 1

The Demographic Profile of the IT employees is presented through Table -1. 82.9% IT employees are male, and 17.1% are female. 48.6% IT employees are in the age group of 26-35 years, 34.3% IT employees belong to 36-45 years age bracket. A very small percentage of IT Employees are above 45 years or age and below 25 years in the current study. 71.4% are engineering graduates and 28.6% are engineering post graduates. The study has IT Employees who belong approximately equal to all experience groups. 22.9% each belong to less than 4 years, 4-7 years and 8-10 years' experience cohorts. The study consisted of 40% Team leaders, 20% software engineers, 14.2% each senior software engineers and project managers. A small percentage of delivery heads and IT analysts were part of the study.

Table 2 : Item Analysis for EE, OP and JS

Item Analysis	Employee Engagement (EE)	Organizational Performance (OP)	Job Satisfaction (JS)
Mean Score	3.91	4.18	3.12
Standard Deviation	0.95	1.2	1.1
Skewness	-0.35	0.25	-0.1
Kurtosis	0.45	0.3	-0.2

TABLE 2

The item analyzed in Table 2, showed that the mean scores for EE is 3.91 indicating neutral to agreement range of responses, the OP statements had a mean score of 4.18 indicating the agreement by IT employees and a mean score of 3.12 indicates that the responses have neutral to agree range of responses for JS. The calculated standard deviation of the data set is less than 1.500, suggesting a lower degree of variability in the observed responses. Skewness and kurtosis serve as statistical metrics for assessing the normality of a distribution, and in this case, they demonstrate conformity to the acceptable standards. The results of the item analysis suggest that the variables chosen for the study meet the assumptions of the tests, allowing for the testing of the hypotheses (42).

Table 3: Testing of Hypothesis

H1- EE of IT Employees impacts their OP

Model Fit Statistics	Permissible Range	Obtained Value
Chi-square / Degrees of Freedom	≤ 3	3.658
Goodness of Fit (GFI)	> 0.8	0.816
Root Mean Square Residual (RMR)	< 0.08	0.071

TABLE 3

The important statistics for model fit are presented in the table that may be found above. The permissible range for the chi-square test is 3, and the value that was obtained when it was divided by the total number of degrees of freedom was 3.658. The calculated value of the Goodness of Fit (0.816) is higher than the qualities that were proposed. The RMR has been estimated to have a value of 0.071 as a result of the boundary estimation. The model in question has received considerable praise from members of the academic community, and the metrics of fit that it incorporates are acceptable, to say the least.

Structural Relationship - EE of IT Employees impacts their OP

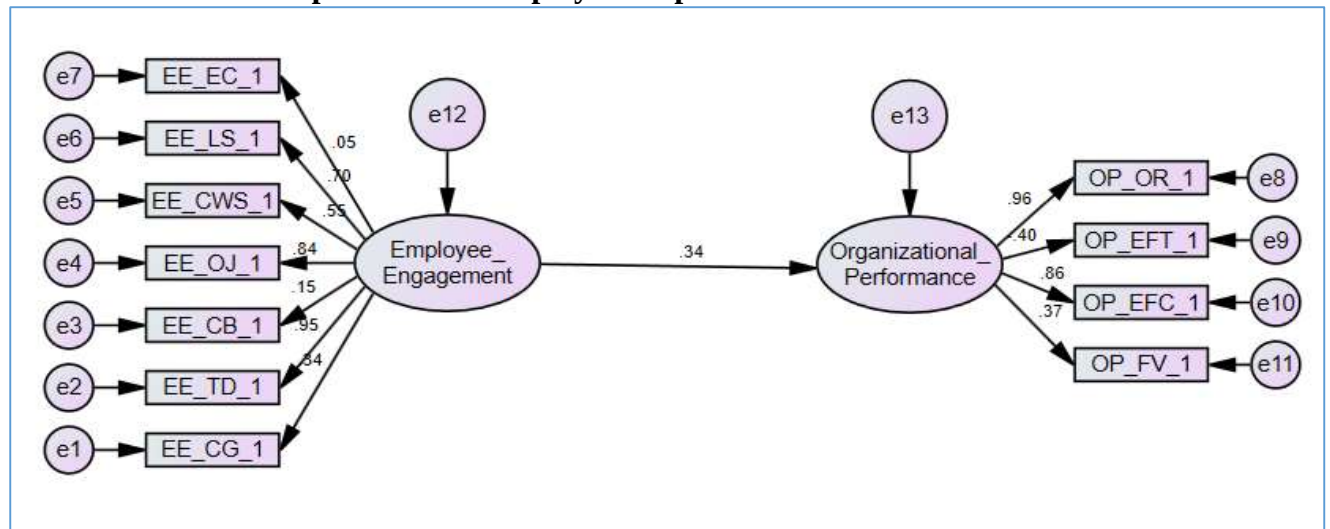


FIGURE 1

The OP is measured in terms of Organizational Relevance, Organizational Effectiveness, Organizational Efficiency and Financial Viability. The EE is measured in terms of Employee characteristics, Leadership styles, Co-worker Support, Organizational Justice, Compensation and Benefits, Training and Development and Career growth. The findings of the study indicate that there is a significant positive association between EE and OP of IT firms. Figure 1 illustrates the significant influence of Employee Engagement (EE) on Organizational Performance (OP), demonstrated by a path coefficient of 0.667. This means that for every unit increase in EE, there is a corresponding increase of 0.667 units in OP. Key indicators of EE include career growth (1), training and development (0.056), compensation and benefits (0.722), organizational justice (0.368), co-worker support (0.763), leadership style (0.716), and employee characteristics (0.222). Among these indicators, career growth and co-worker support are the strongest contributors to EE. In terms of OP, the critical factors are operational results (0.604), efficiency (0.491), effectiveness (0.578), and financial viability (0.353), with operational results having the most substantial impact. These findings highlight the importance of fostering a supportive and growth-oriented work environment to enhance overall performance. Specifically, enhancing career growth and co-worker support can significantly boost EE, thereby improving OP.

The path diagram interpretation suggests that an increase in the mean scores of EE practices by one unit leads to an increase in the mean scores of OP by 67 units. This underscores the need for organizations to prioritize EE initiatives, focusing on career growth, co-worker support, and other key indicators to drive performance improvements. By investing in these areas, organizations can achieve substantial gains in operational results, efficiency, effectiveness, and financial viability.

Unstandardized and Standardized Co-Efficient - EE of IT Employees impacts their OP

			Unstd Estimate	Std Estimate	P
Organizational__Performance	<-	Employee__Engagement	0.667	0.343	***
	--				
EE_CG_1	<-	Employee__Engagement	1	0.344	***
	--				
EE_TD_1	<-	Employee__Engagement	0.056	0.952	***
	--				
EE_CB_1	<-	Employee__Engagement	0.722	0.152	***
	--				
EE_OJ_1	<-	Employee__Engagement	0.368	0.837	***
	--				
EE_CWS_1	<-	Employee__Engagement	0.763	0.55	***
	--				
EE_LS_1	<-	Employee__Engagement	0.716	0.701	***
	--				
EE_EC_1	<-	Employee__Engagement	0.222	0.048	***
	--				
OP_OR_1	<-	Organizational__Performance	0.604	0.957	***
	--				
OP_EFT_1	<-	Organizational__Performance	0.491	0.398	***
	--				
OP_EFC_1	<-	Organizational__Performance	0.578	0.864	***
	--				
OP_FV_1	<-	Organizational__Performance	0.353	0.37	***
	--				

TABLE 4

Table 4 shows, the level of employee involvement has a direct bearing on performance, which in turn affects the success and profitability of a business (18). Higher productivity, better customer satisfaction, and better company results are the outcomes of engaged employees who feel appreciated and driven to provide their best efforts (12). An organization may foster a culture that encourages employees to be happy, productive, and successful by putting an emphasis on employee happiness, creating a pleasant workplace, and providing frequent feedback and constructive assistance. According to research, better commercial outcomes and OP are seen by firms with highly engaged employees through Employee characteristics, Leadership styles, Co-worker Support, Organizational Justice, Compensation and Benefits, Training and Development and Career growth. When workers are invested in the success of their company, they are more inclined to go above and beyond in their job and to help achieve its objectives (33). However, individuals who are actively disengaged may show signs of decreased productivity, more absenteeism, and even more frequent absences from work. Improving EE and, by extension, organizational productivity, requires cultivating a happy work

environment, giving people helpful criticism, and making sure they feel appreciated (34). An engaged workforce is one in which workers consistently go above and beyond the call of duty to achieve organizational goals (26). They are more invested in the company's success and more satisfied with their work, which makes them more willing to go above and beyond for customers.

H1 – EE of IT Employees impacts their OP is accepted

Further analysis was conducted to understand the moderating role of JS on the relationship between EE and OP

H2 - JS moderates the relationship between EE and OP

The Interaction value of 0.0867 is statistically significant indicating the effect of moderating variable. The R square change of 0.0189 is also significant at $p=0.000$. JS has a crucial moderating role in achieving OP via EE Practices. The regression equation in Figure 2 presents the size of effect caused by JS on OP

Regression Equation– JS moderates the relationship between EE and OP

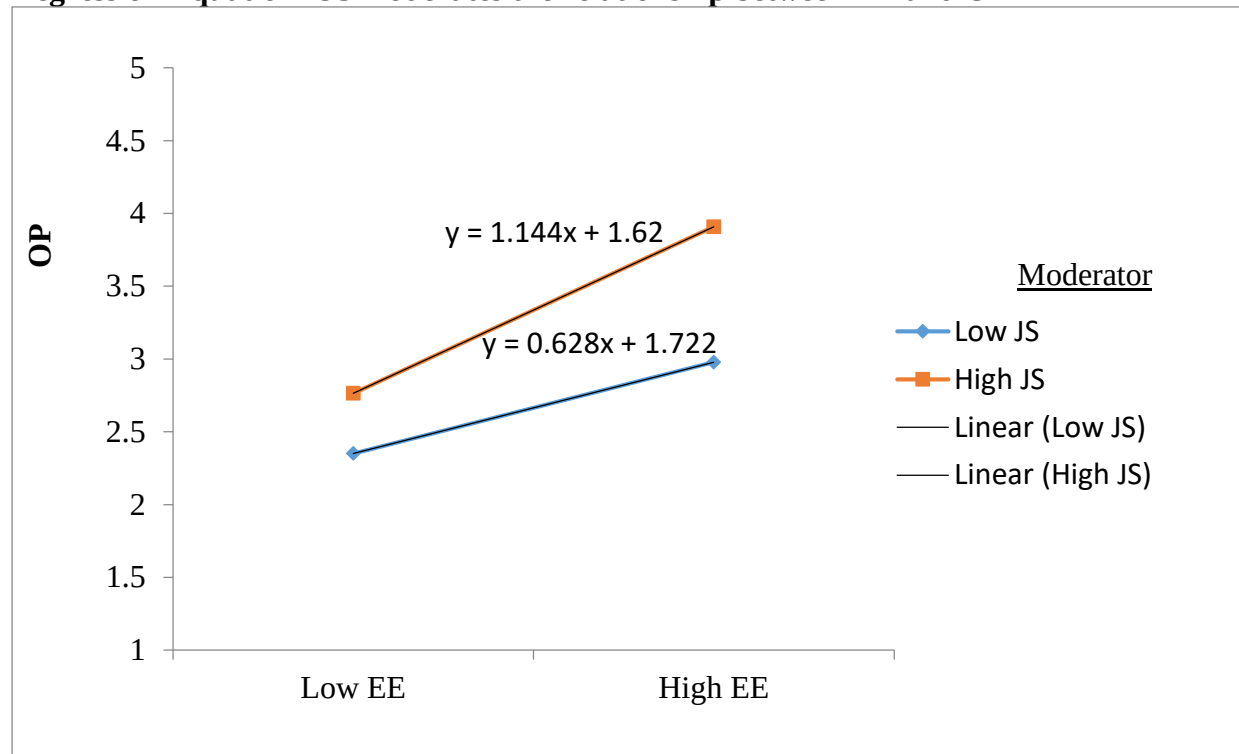


FIGURE 2

OP of IT companies may be improved by staff engagement methods and job happiness, as seen in the line graph. Compared to attaining organizational success without job satisfaction, the effect of the connection rises higher and is steeper, as shown by the equation $y=1.144x+0.1.62$. It would appear from this equation that a more meaningful and beneficial link between y and x might develop as work satisfaction increases. With a coefficient of 1.14, we know that for every one-unit increase in x, the value of y will rise by 1.14 units. Also, even without an x-value, the y-intercept of 0.1553 indicates that y still has a positive value. As an aspect of attaining organizational success, this may be associated with job happiness. The significance of job happiness in improving IT firms' OP is highlighted by this.

H2 - JS moderates the relationship between EE and OP is accepted

Organizations may increase performance results and unleash people' full potential by enhancing EE through efforts including building a happy work environment, offering chances for growth and development, and cultivating great leadership. Discretionary effort, going above and above, and a high-performing team are all signs of an engaged workforce. They

boost morale in the workplace and the company's capacity to provide outstanding customer service. In order to comprehend the efficacy of engagement programs and make educated choices, it is crucial to measure the influence of EE on company performance. The findings of the study indicate that EE plays an important role in determining OP. When employees are engaged in their work, they are more likely to be motivated, productive, and committed to their organization's goals. Furthermore, the facilitating role of JS highlights the importance of fostering a positive working environment that enhances employee satisfaction, as this may enhance the impact of EE on OP great again. Ultimately, organizations must prioritize EE and JS to achieve both high performance and success.

Conclusion:

Organizations can boost their performance and fully utilize their workforce by focusing on enhancing Employee Engagement (EE). EE is about employees being emotionally committed to their organization, which makes them willing to put in extra effort to help the organization succeed. This can be achieved by creating a positive work environment, providing opportunities for growth, and having effective leadership.

A positive work environment means creating a culture where employees feel respected, included, and supported. When employees see their workplace as positive, they are more likely to be engaged, leading to higher morale and job satisfaction. Companies can achieve this by encouraging open communication, recognizing and rewarding achievements, and ensuring a safe and healthy work environment.

Growth opportunities are crucial for boosting EE. Employees need to see that they can advance in their careers within the organization. This can be done through continuous learning and development programs, mentorship, and clear career paths. When employees believe their company is invested in their growth, they become more motivated and engaged, leading to improved loyalty and reduced turnover.

Leadership is vital for enhancing EE. Good leaders inspire and motivate their teams by providing clear direction, support, and recognition. They build trust and confidence, encouraging employees to take initiative and be innovative. Leaders who engage with their teams, give constructive feedback, and recognize contributions create an environment where employees feel valued and engaged.

The impact of EE on Organizational Performance (OP) is well-known. Engaged employees are more motivated, productive, and aligned with the organization's goals. They are willing to go above and beyond their regular duties, leading to better operational performance, higher efficiency, and improved customer service. Measuring the impact of EE on OP is important for making informed decisions about engagement programs. Organizations need to track how EE initiatives affect performance outcomes. This helps them refine their strategies and focus on areas that yield the best results.

Job Satisfaction (JS) enhances the impact of EE on OP by emphasizing a positive work environment. Satisfied employees are more likely to be engaged and committed to their organization. They are more motivated, which leads to better performance and productivity. JS acts as a booster, amplifying the positive effects of EE on OP. Therefore, organizations should focus not only on engagement but also on ensuring that employees are satisfied with their jobs. By prioritizing both EE and JS, organizations can achieve sustained success and high performance. This means creating a culture where employees are productive and deeply committed to the organization's success. Engaged and satisfied employees help the organization adapt to changes, innovate, and grow in the long term.

Abbreviations:

EE: Employee Engagements; JS: Job Satisfaction; OP: Organisational Performance.

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