

Impact of Employee Engagement on Organizational Performances

Ritu Gupta , Dr. Samrath Pande

Amity Business School, Amity University, Lucknow, Uttar Pradesh, India

Abstract

This research study considers the impact of employee engagement on organizational performance in institutions of higher education in Oman. Employee engagement is the level of emotional connection, motivation, and trust someone has with their work. Often when employees are more engaged, they work with increased energy, dedication and focus.

Method: This study uses a quantitative research method of data collection through a questionnaire to employees who work in higher education institutions. The engagement aspect of the research is generally concerned with three major categories: | Vigor (energy at work), dedication commitment toward work, and absorption state (deep in what you do).

Study results demonstrate the positive correlation between employee engagement levels with performance and motivation within a company. Employees who are engaged are usually more productive, responsible, and dedicated to organizational goals. The study concludes that at local organization level, indulgent work environments positively impacted by increasing employee involvement can influence many aspects of performance and success.

Keywords:

- Employee Engagement
- Organizational Performance
- Higher Education Institutions
- Vigor
- Dedication
- Absorption

Objective Of The Project

- To understand the concept of employee engagement and how it influences employees' attitudes and behaviour at work.
- To study the relationship between employee engagement and organizational performance in higher education institutions.
- To examine the level of engagement among employees working in higher education institutions in Oman.
- To analyse the three main components of engagement—vigor (energy at work), dedication (commitment to work), and absorption (deep involvement in tasks).
- To identify how engaged employees contribute to better performance, productivity, and success of the organization.
- To evaluate whether higher employee engagement improves institutional effectiveness and work outcomes.
- To provide useful insights for management and administrators so they can improve employee engagement strategies.
- To suggest areas for future research related to employee engagement and organizational performance in educational institutions.

Introduction

In today's competitive and rapidly changing world, organizations must focus not only on technology and resources but also on their employees. Employees are considered one of the most valuable assets of any organization because their performance directly affects the success and growth of the organization. When employees feel motivated, satisfied, and connected with their work, they tend to perform better and contribute more effectively to organizational goals.

One important concept that helps improve employee performance is employee engagement. Employee engagement refers to the level of emotional commitment, involvement, and enthusiasm that employees have toward their work and their organization. Engaged employees are usually energetic, dedicated, and highly focused on their tasks. They are willing to put extra effort into their work and help the organization achieve better results.

In recent years, employee engagement has become a major topic in the field of Human Resource Management and Organizational Behavior because many studies have shown that engaged employees lead to higher productivity, better teamwork, improved job satisfaction, and stronger organizational performance.

This research paper focuses on the impact of employee engagement on organizational performance in higher education institutions in Oman. Educational institutions play an important role in the development of society by providing knowledge, skills, and research opportunities. For these institutions to function effectively, it is important that their employees, including teachers and administrative staff, remain motivated and actively involved in their work.

The study mainly examines three key dimensions of employee engagement:

Vigor – the level of energy, enthusiasm, and mental resilience employees show while working.

Dedication – the sense of pride, commitment, and importance employees feel toward their job.

Absorption – the degree to which employees are deeply concentrated and fully involved in their work.

When employees experience these three qualities, they are more likely to perform their tasks effectively and contribute positively to the organization. On the other hand, low employee engagement can lead to reduced productivity, lack of motivation, poor work quality, and higher employee turnover.

The purpose of this study is to understand how employee engagement influences the overall performance of higher education institutions. By analyzing employees' responses through surveys and statistical methods, the research aims to identify whether engaged employees contribute to better organizational outcomes.

The findings of this research are expected to help administrators, managers, and policymakers in educational institutions understand the importance of maintaining high levels of employee engagement. By creating supportive work environments, encouraging participation, and recognizing employees' contributions, organizations can improve both employee satisfaction and institutional performance.

Overall, this study highlights that improving employee engagement is an important strategy for organizations that want to achieve long-term success and effective performance

Literature Review

Schaufeli, Salanova, González-Romá & Bakker (2002)

One of the earliest and most influential studies explained the concept of work engagement. The researchers described employee engagement as a positive and fulfilling work-related state of mind. They identified three main components of engagement: vigor, dedication, and absorption.

Vigor refers to high levels of energy and mental strength at work.

Dedication refers to enthusiasm, pride, and commitment toward work.

Absorption refers to deep concentration and involvement in work. These three dimensions became the foundation for many later studies on employee engagement.

2. Schaufeli & Bakker (2004)

These researchers further explained the concept of employee engagement and emphasized that engaged employees show high energy, strong involvement, and deep focus in their work. Their study also suggested that engagement is not a temporary feeling but a long-term psychological state that improves job performance and organizational outcomes.

3. Hakanen, Bakker & Schaufeli (2006)

This study found that employees who experience higher levels of engagement tend to have greater happiness and job satisfaction. The research also highlighted that engaged employees contribute positively to workplace productivity and well-being.

4. Joo & Lee (2017)

Their research showed that organizational support and psychological resources significantly increase employee engagement. When employees feel supported by their organization, they are more likely to become engaged and experience higher levels of job satisfaction and well-being.

5. Lista, Christensen & Innstrand (2017)

This study examined the relationship between work engagement and work-life balance among employees in academic institutions. The results indicated that vigor and dedication improve positive work experiences, while absorption sometimes creates work-life conflict because employees become too deeply involved in their work.

6. Kumarasamy & Al-Rawahi (2022)

A study on employee performance found that employee engagement plays an important role in improving performance. The research showed that vigor significantly influences employee performance, while dedication and absorption may also contribute depending on organizational conditions.

7. Research on Employee Well-Being and Engagement (2023)

Studies examining workplace well-being found that factors such as employee development, retention, and workplace support positively influence engagement and job satisfaction. When organizations focus on these factors, employees become more committed and productive.

8. Recent Research on Work Engagement and Happiness (2024)

Recent studies show that employee engagement also improves overall happiness and mental well-being at work. Engaged employees are more satisfied with their jobs and more motivated to achieve organizational goals.

9. Recent Organizational Studies (2025)

Recent research continues to highlight the importance of employee engagement. Studies show that organizational practices such as supportive leadership, work-life balance policies, and sustainable management practices help improve employee engagement, productivity, and organization success.

Research Methodology (Based on Selected Secondary Sources)

Research methodology refers to the systematic process used by researchers to collect, analyze, and interpret information in order to answer the research questions. In this study, the research methodology focuses on understanding the relationship between employee engagement and organizational performance using secondary data sources.

1. Research Design

The research follows a descriptive research design. This type of research design is used to describe and explain the relationship between different variables. In this study, the researcher describes how employee engagement affects the performance of organizations, especially in higher education institutions. The descriptive design helps in presenting a clear understanding of the topic based on previously published studies and reports.

2. Research Approach

The study uses a quantitative research approach. Quantitative research focuses on analyzing information in the form of numbers, statistics, and measurable data. Even though the study relies on secondary sources, many of the earlier studies reviewed in the research used quantitative data such as surveys, questionnaires, and statistical analysis to measure employee engagement and organizational performance.

3. Sources of Data (Secondary Data)

The research mainly depends on secondary data, which means the information has already been collected and published by other researchers. Secondary data is useful because it provides existing knowledge and research findings related to the topic.

The secondary data used in this study was collected from:

Research articles and academic journals

Published research papers related to employee engagement

Books related to Human Resource Management and Organizational Behavior

Online academic databases and research websites

Reports and previous studies related to organizational performance

These sources helped the researcher understand different theories, concepts, and findings related to employee engagement.

4. Selection of Literature

The literature used in this research was carefully selected based on its relevance to the study topic. The researcher reviewed several studies that discuss the concept of employee engagement, its dimensions (vigor, dedication, and absorption), and its impact on employee productivity and organizational success. Studies from different years were included to understand how the concept has developed over time.

5. Variables of the Study

The study focuses on two main variables:

Independent Variable:

Employee Engagement

Dependent Variable:

Organizational Performance

Employee engagement is analyzed through three major dimensions:

Vigor – the level of energy and enthusiasm employees have while performing their work.

Dedication – the level of commitment and pride employees feel toward their job.

Absorption – the level of concentration and deep involvement employees experience in their work.

These variables help explain how engaged employees can positively influence the performance and success of an organization.

6. Method of Data Analysis

The collected secondary data was analyzed using qualitative interpretation and comparison of previous research findings. The researcher reviewed different studies and compared their results to understand the overall relationship between employee engagement and organizational performance.

By analyzing multiple studies, the researcher was able to identify common patterns and conclusions, such as the positive impact of employee engagement on productivity, employee satisfaction, and organizational growth.

7. Importance of Using Secondary Sources

Using secondary data in this research provides several advantages:

It allows the researcher to access a wide range of studies and perspectives on employee engagement.

It saves time and resources compared to collecting new data.

It helps build a strong theoretical understanding of the topic.

It provides reliable information from previously published academic work.

8. Limitations of the Methodology

Although secondary sources provide valuable information, there are some limitations. The researcher depends on data collected by other researchers, and therefore cannot control how that data was originally gathered. Additionally, some studies may have been conducted in different countries or organizational settings, which may affect the generalization of results.

Finding and Discussion

The findings of this study highlight the important role that employee engagement plays in improving organizational performance, particularly in higher education institutions. The research examined how engaged employees contribute to better productivity, commitment, and overall organizational effectiveness. By analyzing previous studies and research findings, it became clear that employees who feel connected to their work and organization tend to perform better and contribute more positively to institutional goals.

One of the major findings of the study is that employee engagement has a strong positive relationship with organizational performance. When employees are emotionally and mentally involved in their work, they show higher levels of motivation and responsibility. Engaged employees are more likely to take initiative, work efficiently, and support their colleagues. As a result, organizations benefit from improved productivity, better work quality, and stronger teamwork. This connection between engagement and performance has been widely discussed in the field of Human Resource Management, where employee motivation and commitment are considered key factors for organizational success.

The research also emphasizes the importance of the three major dimensions of employee engagement: Vigor, dedication, and absorption. Vigor refers to the level of energy and enthusiasm employees show while performing their tasks. The study found that employees who demonstrate high Vigor tend to be more resilient and capable of handling work challenges effectively. Dedication refers to the sense of pride, commitment, and involvement employees feel toward their work. When employees are dedicated, they see their work as meaningful and are willing to invest more effort in achieving organizational objectives. Absorption refers to the level of concentration and deep involvement employees experience while working. Employees who are highly absorbed in their work often feel satisfied and motivated because they become fully focused on their tasks.

Another important finding is that engaged employees positively influence the working environment of the organization. When employees feel enthusiastic and motivated, they create a more supportive and productive workplace culture. This positive environment encourages collaboration, open communication, and better relationships among employees. As a result, organizations are able to maintain higher levels of efficiency and performance. This aspect of engagement is also commonly discussed in Organizational Behavior, which focuses on how employee attitudes and behaviors affect workplace dynamics.

The study also highlights that organizational support plays a significant role in increasing employee engagement. Factors such as supportive leadership, recognition of employees' efforts, opportunities for career development, and a healthy work environment can significantly improve engagement levels. When employees feel valued and supported by their organization, they are more likely to remain committed to their work and contribute to the organization's long-term success.

However, the research also indicates that a lack of engagement can negatively affect organizational performance. Employees who are not engaged may experience low motivation, reduced productivity, and a lack of commitment toward organizational goals. This can lead to problems such as poor work quality, decreased efficiency, and higher employee turnover. Therefore, it becomes important for organizations to develop strategies that promote employee involvement and motivation.

Overall, the discussion of the findings suggests that employee engagement is a critical factor for improving organizational performance. Organizations that focus on building strong engagement among employees are more likely to achieve better results, maintain a positive workplace environment, and ensure long-term growth. For higher education institutions in particular, maintaining engaged faculty and staff members is essential because their performance directly influences the quality of education, research, and institutional development.

Conclusion

The conclusion of this study emphasizes the importance of employee engagement in improving the performance of organizations, especially in higher education institutions. The research aimed to understand how the level of involvement, commitment, and enthusiasm of employees affects the overall success and productivity of an organization. After reviewing previous studies and analyzing the available information, the research clearly shows that employee engagement plays a significant role in organizational growth and effectiveness.

The study highlights that employees who are engaged in their work tend to show higher levels of motivation, dedication, and responsibility. Such employees not only perform their tasks more efficiently but also contribute positively to the working environment of the organization. When employees feel connected to their work and believe that their efforts are valued, they become more willing to put extra effort into achieving organizational goals. This ultimately improves the overall performance of the organization.

Another important conclusion of the research is related to the three major dimensions of employee engagement: vigor, dedication, and absorption. Vigor represents the energy and enthusiasm employees bring to their work. Dedication reflects the sense of pride, commitment, and meaning employees find in their jobs. Absorption refers to the deep concentration and involvement employees experience while performing their tasks. The study suggests that when employees experience these three qualities, they are more likely to remain productive and committed to the organization.

The research also indicates that organizations need to create a supportive work environment in order to increase employee engagement. Factors such as good leadership, effective communication, fair treatment, and opportunities for professional growth help employees feel valued and respected. When organizations provide such support, employees become more satisfied with their work and develop a stronger attachment to the organization.

For higher education institutions, employee engagement becomes even more important because the performance of faculty members and staff directly affects the quality of education and institutional development. Engaged employees help create a positive learning environment, improve teaching quality, and contribute to the institution's reputation and success.

Overall, the study concludes that employee engagement is a key factor in achieving better organizational performance. Institutions that focus on increasing engagement among their employees are more likely to experience higher productivity, stronger teamwork, and long-term sustainability. The findings of this research contribute to the fields of Human Resource Management and Organizational Behaviour, which emphasize the importance of employee motivation and involvement in organizational success.

References

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This study introduced the concept of work engagement and identified the three main dimensions of engagement: vigor, dedication, and absorption.

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The authors explained how job resources and workplace support influence employee engagement and work performance.

Jari J. Hakanen, Arnold B. Bakker, and Wilmar B. Schaufeli (2006).

Burnout and Work Engagement among Teachers.

This research showed that engaged employees experience higher well-being, job satisfaction, and productivity.

Baek-Kyo Joo and In-Hee Lee (2017).

Workplace Happiness and Employee Engagement.

The study discussed how organizational support and positive workplace environments increase employee engagement and satisfaction.

K. Listau, M. Christensen, and H. Innstrand (2017).

Work Engagement and Work-Life Balance.

This study examined how employee engagement affects work experiences and employees' personal well-being.

Kumarasamy, M., and Al-Rawahi, A. (2022).

Effect of Employee Engagement on Employee Performance.

The research found that engaged employees perform better and contribute more effectively to organizational success.

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Various studies have highlighted that factors such as leadership support, employee development, and workplace well-being improve engagement and organizational performance.