

# The Impact Of Employee Engagement On Job Performance And Retention Rates: Strategies For Organizational Success

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**ABSTRACT:** This study examines the impact of employee engagement on job performance and retention: strategies for organizational success. Highlighting the significance of high job performance for achieving organizational goals. It underscores the importance of employee engagement as a driver of performance, fostering commitment, motivation, and job satisfaction. The study also examines how strategies aimed at improving engagement and creating supportive work environments contribute to higher retention rates, thereby promoting organizational stability and long-term success. The findings suggest that a holistic approach integrating performance management, engagement enhancement, and retention strategies is essential for sustaining competitive advantage in today's dynamic workplace environment.

**Keywords:** Employee Engagement, Job Performance and Retention Rates.

## INTRODUCTION

Job performance cannot be overemphasized, as it plays a major role in the success of an organization. Organizations cannot survive or compete with their rivals if the job performance of employees is below standard. Job performance is a critical aspect of organizational success, encompassing employees' behaviors, skills, and attitudes that contribute to achieving organizational goals. It reflects how effectively individuals fulfill their work responsibilities and can significantly influence overall productivity and competitiveness. Understanding the determinants of job performance, such as motivation, job satisfaction, and work environment, is essential for organizations aiming to enhance employee effectiveness and operational efficiency. According to Robbins and Judge (2019), emphasizing high job performance is not only vital for individual career development but also for sustaining organizational growth in a competitive landscape. Job performance is considered the ultimate criterion in human resource management (Organ & Paine, 1999).

Its assessment and analysis are capital for different organizational processes, such as personnel selection, compensation and rewards, or training. Regardless of the purpose of the evaluation, organizations need accurate ratings of performance, and even better if they produce the same results while saving time and effort (DeNisi & Murphy, 2017). Likewise, employee retention has become a pressing challenge in workforce management. Brenyah and Tetteh (2016) describe it as the measures organizations take to encourage employees to remain with them for as long as possible, noting that skilled employees are vital to organizational success, and their departure can have severe consequences. Hom (2005) defines employee retention as the processes that promote loyalty and encourage employees to stay until project completion or longer. Fostering employee engagement is essential for enhancing job performance and improving retention rates in organizations. Organizations that prioritize engagement are likely to see substantial benefits in productivity, morale, and overall success. Employee engagement involves a holistic approach that aligns organizational goals. Kahn (1990) defines employee engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." The cognitive aspect of employee engagement concerns employees' beliefs about the organization, its leaders, and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organization and its leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles.

Thus, according to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organizational role. According to Robinson (2006), employee engagement can be achieved through the creation of an organizational environment where positive emotions such as involvement and pride are encouraged, resulting in improved organizational performance, lower employee turnover, and better health. According to Quynh (2018), employee engagement is becoming valuable as the success comes from within the organization when transforming into the digital age and the modern world.

It is crucial to take into consideration the level of engagement as a competitive advantage and value proposition when talking about a successful and efficient organization. According to Robinson, Perryman, and Hayday (2004), employee engagement is a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of the business context and works with colleagues to improve the performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee (Markos & Sridevi, 2010). Engagement is not only about the aspect of bringing employees to work hard in their jobs but also the process of how individuals give their best effort to perform. (Saks, 2006) Consequently, this process is a two-way relationship, which involves both the employer and the employee. Employees will feel valued and want to stay and contribute to the success of the organization if they feel the employers value them, and vice versa; the employers will provide sufficient facilities and an excellent working environment when they feel that the employees are truly engaged in the workplace (Quynh, 2018).

Employee engagement has emerged as one of the greatest challenges in today's workplace. With complexities and stringent regulations in many organizations, employee engagement will continue to challenge organizations in the future (Mishra, Boynton, & Mishra, 2014). This aspect challenges management because engagement is a critical element in maintaining the organization's vitality, survival, and profitability (Albrecht, Bakker, Gruman, Macey, & Saks, 2015; Breevaart, Bakker, Hetland, Demerouti, Olsen, & Espevik, 2013; Farndale & Murrer, 2015). Organizations that have highly engaged employees have greater profits than those that do not (Society for Human Resource Management, 2014). Organizations with highly engaged employees experience increased customer satisfaction, profits, and employee productivity (Ahmetoglu, Harding, Akhtar, & Chamorro-Premuzic, 2015; Carter, 2015; Cooper-Thomas, Paterson, Stadler, & Saks, 2014; Vandenabeele, 2014).

However, the point of departure is the impact of employee engagement on job performance and employee retention as strategies for organizational success.

## **REVIEW OF LITERATURE**

### **EMPLOYEE ENGAGEMENT**

The concept of employee engagement itself is a positive one and always associated with the progress and growth aspect of the business organization. There is always a cost aspect linked to the better employee engagement levels starting from the recruitment of the best talent and also the energy and time invested in nurturing and developing such talents (Johnson, 2004). According to the point of view of several scientists, employee engagement is primarily a person's predisposition to participate in particular labor activity, which consists of three components: knowledge, interest, and performance (Meiyani & Putra, 2019). Employee engagement has emerged as a critical focus within organizational research due to its strong link to organizational performance, employee well-being, and retention. Defined broadly, employee engagement refers to the emotional commitment, involvement, and enthusiasm employees have towards their work and organization (Schaufeli & Bakker, 2004). Research consistently demonstrates that higher levels of employee engagement correlate with positive organizational outcomes. Harter, Schmidt, and Hayes (2002) found that business units with highly engaged employees outperform their less engaged counterparts in productivity, profitability, and customer satisfaction. Similarly, Saks (2006) identified that both job resources and personal resources (like self-efficacy) significantly influence engagement levels, which in turn affect performance.

Despite the consensus on its importance, defining and measuring employee engagement remains complex. Some scholars argue that engagement overlaps with related constructs such as job satisfaction and organizational commitment (Macey & Schneider, 2008). Others raise concerns about the potential for superficial engagement or "disengaged engagement," where employees may appear engaged but lack genuine commitment (Saks, 2006). Moreover, there is ongoing discussion about the causality between engagement and performance—whether engagement leads to better outcomes or vice versa. Recent studies advocate for a nuanced understanding, emphasizing that engagement is dynamic and influenced by multiple contextual factors, including work environment, personal traits, and external stressors (Albrecht, 2010).

High-performing organizations have remained focused on employee feedback and, as a result, have achieved significant business results through enhanced levels of employee engagement. Attractive and competitive organizations constantly work towards increasing the value of their human resources. The success of any organization depends on human resources. An organization may have equipment and resources but cannot succeed without people. Employee engagement is therefore done to bring about a situation in which the employee, by free choice, has an intrinsic desire to work in the best interest of the organization. Employees who are engaged give organizations crucial competitive advantages, including higher productivity and lower employee turnover (Githinji & Muli, 2018). Aubrey (2005) discussed that while most human resource executives see the need to improve employee engagement, countless have yet to build up tangible ways to measure and tackle this goal. Hay Group (2012) elaborates that engaged employees cannot be expected to take a personal interest in organizational objectives unless an organization treats them as more than factors of production. With organizations increasingly forced to do more with less, tapping into the discretionary effort offered by engaged employees becomes all the more important for business success. Employee engagement aims to bring about a situation in which the employee, by free choice, has an intrinsic desire to work in the best interest of the organization.

According to Robinson et al. (2004), an engaged employee goes an extra mile, believes in and identifies with the organization, wants to work to make things better, understands the business context and the bigger picture, and respects and helps colleagues. Alfes et al. (2010) stated that engaged employees perform better, are more innovative than others, are more likely to want to stay with the employer, enjoy greater levels of personal well-being, and perceive their workload to be more sustainable than others. Employee engagement is manifested in positive attitudes (for example, job satisfaction, organizational commitment, and identification with the organization) and behavior (low labor turnover and absence and high citizenship behavior) on the part of employees, and evidence of perceptions of trust, fairness, and a positive exchange within a psychological contract where two-way promises and commitment are fulfilled (Guest, 2014).

Making employees engaged in the organization's responsibilities would be one of the key emerging challenges in the current scenario. It is predicted that human resource departments need to come out with innovative interventions to keep the employees engaged in their jobs (Mike Johnson, 2004). Employee engagement has emerged as the key concept for the commercial success of any business organization that creates an ethical and transparent system (Levinson, 2007). Higher engagement levels would increase the financial wellness of the firm (Baumruk, 2006). A great organizational brand is created by nurturing a culture that promotes a high level of engagement (Martin & Hetrick, 2006). Many research studies have pointed out high levels of positive outcomes for the business organization due to the higher levels of employees' engagement. But still, most of the business organizations have failed in the implementation of good engagement systems. More than 400 HR professionals have accepted that implementation of employee engagement is a significant challenge (Tasker, 2004). Higher engagement leads to greater employee productivity, as revealed by many studies (Lockwood, 2007; Watson, 2007; Balain & Sparrow, 2009).

Employee engagement refers to the level of commitment, motivation, and emotional investment that employees have towards their organization and its goals. It is a crucial aspect of organizational success as it directly influences productivity, job satisfaction, and retention rates. Employee engagement is a multifaceted construct with four organizational successes. There are some key features of employee engagement, which are

#### ***Job Satisfaction***

This dimension refers to how content employees are with their job roles, responsibilities, and work environment. Satisfied employees are more likely to be engaged (Locke, 1976).

#### ***Commitment***

Organizational commitment involves the emotional attachment employees feel towards their organization. It can be categorized into affective, continuance, and normative commitment (Meyer & Allen, 1991).

#### ***Motivation***

This dimension reflects the intrinsic and extrinsic factors that drive employees to perform and engage with their work. Motivated employees tend to be more productive and engaged (Deci & Ryan, 1985).

#### ***Communication***

Effective communication within an organization fosters transparency, trust, and a sense of belonging, which are critical for employee engagement (Men, 2014).

#### ***Recognition and Reward***

Recognition of employees' contributions and appropriate rewards can significantly boost engagement levels, making employees feel valued (Kahn, 1990).

#### ***Professional development***

Opportunities for career growth and skill development are important for maintaining engagement as employees seek to improve and advance in their careers (Saks, 2006).

#### ***Work-Life Balance***

A healthy work-life balance contributes to employee well-being and engagement, as it allows employees to manage their personal and professional lives effectively (Greenhaus & Allen, 2011).

#### ***Leadership***

The style and effectiveness of leadership within an organization play a crucial role in shaping employee engagement, as supportive leaders can inspire and motivate their teams (Goleman, 2000).

### **JOB PERFORMANCE**

Job performance refers to how well an individual executes their job responsibilities and contributes to the goals of the organization. It encompasses various aspects, including the quality and quantity of work produced, adherence to deadlines, teamwork, communication skills, and overall production. According to Porter and Lawler (1974), job performance is a function of individual ability, skills, and effort in a given situation. Others added several highlighted elements to this concept, and some considered it an individual behavior closely linked with organizational goals. Murphy (1989) explained that job performance should be defined in terms of behavior rather than results. Campbell et al. (1990) mentioned that one attribute, one outcome, or one factor cannot be labeled as job performance. Hence, it should be a multidimensional construct. Performance is the definition of where the employee or group performing the activity can reach or what it can achieve about the intended goal related to that activity as quantity and quality (Naktiyok, 2019). The high level of employee performance enables companies to reach their goals easily. It is very important that the employees are analyzed in terms of which criteria, who will make this analysis, and at what level their performance level will be determined as higher or lower. However, the main issue is that their performance is evaluated and the evaluation results are notified to them. This situation is a necessity for a healthy execution of organizational functioning (Çakır & Gözoğlu, 2019; Ertan, 2008). According to Borman (2004), job performance is defined as the activity shown by the employee within the importance of the duties in the job description (Gülduran & Perçin, 2020). Job performance is the level of success that an employee performs in line with all his/her efforts to do the given job. If the employee is rewarded when he/she reaches his/her job goal, his/her job satisfaction increases and affects the effort and success level of the work that will be given to the employee later (Yıldız et al., 2014; Ay & Keleş, 2017).

To better understand effectiveness on jobs, it is important to learn about links between job performance, people, and situation factors. Job performance is a very considerable factor influencing the profitability of any organization (Bevan, 2012). Performance is important for organizations, as employees' performance leads to business success. Performance is important for individuals, as achieving tasks can be a source of satisfaction (Muchhal, 2014). Job performance can be defined as behaviors or activities that are performed towards accomplishing the organization's objectives (Motowidlo, Borman & Schmit, 1999). Performance is the result of work of a person or group in an organization at a particular time, which reflects how well the person or group reaches the qualification of a job in a mission of the organization's goal achievement. Many factors could influence the employee's job performance, including equipment, physical work environment, meaningful work, standard operating procedures, reward systems, performance expectancy, and feedback on performance, in addition to knowledge, skills, and attitudes (Stup, 2003). The physical work environment and its influence have been vastly studied since the environment can hinder, intervene with, or set limits on the range of work behaviors that are displayed, which, in turn, potentially impacts task performance.

## **RETENTION RATES**

According to Haider, Rasli, Akhtar, Yusoff, Malik, Aamir, Arif, Naveed, and Tariq (2014), employee retention is why employees choose to join an institution. Factors such as institutional structure, culture, work environment, employee programs, compensation, and promotion structures play a vital role in retention. By addressing these factors, organizations can significantly reduce employee turnover. Employees often make job decisions based on their perceptions of safety and appreciation in their roles (Yang & Alves, 2021). Retention rates are a critical measure of an organization's ability to maintain its workforce over a period of time. High retention rates indicate effective human resource strategies, positive organizational culture, and employee satisfaction, while low retention rates often signal underlying issues such as job dissatisfaction, poor management, or inadequate organizational support (Allen, 2008).

According to Hausknecht, Rodda, and Howard (2009), employee retention is influenced by multiple factors, including job engagement, career development opportunities, and organizational commitment. They suggest that organizations investing in employee development and fostering a positive work environment tend to experience higher retention rates. Similarly, Meyer and Allen (1991) emphasize the role of organizational commitment, particularly affective commitment, in reducing turnover intentions. According to Hom and Griffeth (1995), high retention reduces recruitment and training costs, enhances team stability, and preserves organizational knowledge. Conversely, high turnover can disrupt workflows and negatively affect overall productivity (Griffeth & Hom, 2001). Recent studies also explore the role of employee engagement in retention. Saks (2006) found that engaged employees are more likely to stay with their organizations, as engagement fosters a sense of belonging and value. Therefore, strategies aimed at increasing employee engagement, such as recognition programs and supportive leadership, can effectively improve retention rates (Shuck et al., 2017). Brenyah and Tetteh (2016) describe it as the measures organizations take to encourage employees to remain with them for as long as possible, noting that skilled employees are vital to organizational success, and their departure can have severe consequences. Hom (2005) defines employee retention as the processes that promote loyalty and encourage employees to stay until project completion or longer.

Research indicates that future successful organizations will be those that adapt their practices to the realities of today's work environment, where innovation, creativity, flexibility, and employee retention are crucial (Armstrong, 2012). The modern workforce is diverse, with varying motivations and values. To remain competitive, universities must ensure that high performers are motivated to stay while addressing low performance effectively (Nouri & Parker, 2013). To effectively manage their workforce, universities need to adopt innovative human resource practices. Sorasak (2014) identifies a range of practices, from high to low performance. High-performance practices that can be implemented include job security, institutional culture, career development, selective



recruitment, competitive compensation, recognition, and effective communication. These practices are shown to enhance organizational performance and boost employee retention. Previous studies highlight a connection between human resource practices and employee retention, indicating that organizational culture, fair remuneration, recognition, a positive work environment, and training can significantly influence employee commitment (Haider et al., 2015).

However, retention rates are a vital indicator of organizational health, influenced by factors such as employee engagement, organizational commitment, and development opportunities. Organizations that focus on these areas are more likely to retain their talent, reduce costs associated with turnover, and achieve sustainable success.

## Conclusion

Job performance remains a fundamental determinant of organizational success, influencing productivity, competitiveness, and overall growth. Effective performance depends on various factors, including individual skills, motivation, work environment, and organizational support. Equally important is employee retention, which is closely tied to engagement, job satisfaction, and organizational commitment. High retention rates, stability, knowledge continuity, and sustained performance. Organizations that prioritize fostering a positive work environment, providing development opportunities, and recognizing employee contributions are more likely to cultivate highly engaged and committed employees, leading to improved job performance. As the modern workplace continues to evolve with increasing complexities and diverse workforce needs, integrating strategies that enhance both performance and retention will be critical for maintaining a competitive advantage. Ultimately, a holistic approach that addresses the interconnected nature of job performance, employee engagement, and retention will enable organizations to achieve long-term success and resilience in a dynamic business landscape.

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