

EMPLOYEE ENGAGEMENT AND EMPLOYEE PERFORMANCE NEXUS IN NIGERIAN CIVIL SERVICE: A QUANTITATIVE ANALYSIS

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ABSTRACT

Employee performance is crucial to the survival of any establishment. To enhance performance, there is a need to engage the employee in his work. However, very slight concern has been shown to the nexus between employee engagement and employee performance in the setting of civil service. Therefore, the core drive of this study evaluated the nexus between employee engagement and employee performance in Nigerian Civil Service. Data for the study were gathered via quantitative surveys from 510 employees working in Kwara State Civil Service. The respondents were selected through stratified sampling technique. Out of 510 questionnaires distributed only 371 completed questionnaires, representing 73% response rate, were returned and usable for further analysis. PLS-SEM was utilised to assess the study's hypothesis of nexus between employee engagement and employee performance. The result of the research reveals a significant nexus between employee engagement and employee performance. Thus, this research effectively offers practical suggestion to the experts on employee engagement and performance. It further gives insights for directors in the civil service on how to improve employee engagement and performance. Built on this finding, it is proposed that an organisation must work to develop and nurture employee engagement so as to enhance employee performance.

Keywords: Employee Engagement, Employee Performance, civil service, nexus, Nigeria

INTRODUCTION

Performance is very fundamental to the administration of any establishment (Boyne et al, 2003). Employee Performance upon which the organisational achievement centres signifies the results attained and accomplishments made/reached at work by a worker. It is a set of labours` conducts that could be observed, evaluated and appraised with the achievement in individual level (Muchinsky, 2006). Ivancevich and Matteson (1996) assert that employee performance could be designated as employees doing their greatest to attain their precise work which ends into good consequence and performance. The performance of a worker in an organisation depends heavily on all organisational practices, policies, and design features of an organisation (Cardy & Leonard, 2014).

Moreover, the achievement of an organization has been attributed to numerous factors. Nevertheless, of all these factors, employee performance is the most vital factor (Koshy & Suguna, 2014). The justification is that the performance of employees plays a essential role/position in realising establishments' goals (Koshy & Suguna, 2014). In many organizations, objectives could not be fulfilled due to poor employee performance, low employee productivity, unconducive internal environment of the organizations (Mollel, Mulongo & Razia, 2017) and low employee engagement (Ameen & Baharom, 2019). Organisations should eye on how to make employees performed in their job. Any plans of advancement/performance which are engaged by management could not be productive without voluntary/wilful involvement/engagement and commitment of employees (Kompaso & Sridevi, 2010). Therefore, Employee engagement is one of the main determinants nurturing high levels of employee performance, as is frequently revealed in a number of researches (Mone & London, 2018; Macey et al., 2009). Furthermore, employee engagement has been established to constructively enhance employee performance and productivity (Gruman & Saks, 2011; Rich, Lepine, & Crawford, 2010). Given the importance of worker engagement to establishments, a fundamental issue is how to stimulate the engagement of the workforce (May, Gilson & Harter, 2004).

Employee engagement has been seen in general "as the level of commitment and involvement an employee has towards their organisation and its values" (Anitha, 2014, p.308). when a worker is engaged, he is mindful of his duty in the organisation objectives and

stimulates his workfellows alongside, for the accomplishment of the organisational goals. Thus, employee engagement was generally revealed as one of the requirements to be established to offer an inventive and supportive occupation environment resulting in performance and effectiveness. The extant works in the organisation research field indicate that employee engagement and performance are essential to the effective organisation, because organizational performance and success meaningfully hinges on worker engagement (Devi, 2017) and performance of employee (Al Kahtani, 2013; Ismail, Abdul Halim, & Joarder, 2015). The logic in this discussion is that an organisation could be saved from under-performance through employee engagement because an engaged workforce performs a critical function in the attainment of organizational targets.

More so, the body of literature in the realm of human resource management affirmed the significance of worker engagement being the centre of connection between worker individuality and their productivity in business environment (Stroud, 2009). Meanwhile, academic researchers are still lagging in establishing the effect of employees' engagement on employee performance in civil service (Lambert, Qureshi, Klahm, & Smith 2018; Ameen & Baharom, 2019). Moreover, a good number of empirical researches have been carried out on the employee engagement and employee performance separately, but there is dearth of studies on the nexus between employee engagement and employee performance. In addition, to the best knowledge of the researcher, there are little or no studies that address the issue under discussion in the context of Kwara civil service, Nigeria. Given the above discussion, the current study examines the nexus between employee engagement and employee performance in Kwara State Civil Service, Nigeria.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Employee Performance and Performance Criteria

According to Boyne et al (2003), performance is very vital to the administration of any establishment. Performance as a concept lacks a generally accepted definition (Andersen, 2010). Therefore, Concept of Performance has been perceived from different angles. For example, from the perspective of process, performance signifies the process of change from inputs to output with the purpose of realising specific outcome.

However, the economic perspective describes the performance as a concept that emphasises efficiency and effectiveness of the organisation in managing their cost and result. Also, the economic approach regards efficiency and effectiveness is the best criteria for the assessment of organisations (Bartuševičienė & Šakalytė, 2013). In other word, some authors have noted that two different views are involved in the definition of performance, the two views are behavioural aspect of performance and outcome aspect of performance, some researchers opined that one aspect should be the measure of employee without the other while some of them believe that two aspects should form the measure of employee performance (EP) (e.g., Ahmad, & Shahzad, 2011; Campbell, 1990; Aguinis, 2009). Highlighting this, Campbell (1990) observed that numerous scholars hold that employee performance has many dimensions (e.g., Koopmans, et al., 2011).

Moreover, EP is typically conceptualized on a micro level to be the activities and behaviours of an individual that play a role in the accomplishment of establishment's goals (Ahmad, & Shahzad, 2011; Campbell, 1990; Aguinis, 2009). Three notions accompanied the above conceptualization. The first notion states that the definition of employee performance should be from the behavioural perspective, and output/result should be used in defining EP. The second notion indicates that employee performance connotes those behaviours that are germane to the accomplishment of the establishment's goals, and the third notion signifies that EP is not one-sided but multidimensional.

Bhatia and Jain (2012) assert that performance could be assessed by some mixture of quantity, quality, time and cost. EP is formerly what a worker did or does not achieve. EP according to Güngör (2011) could embrace the amount of output, the value of output, suitability of productivity, occurrence at the job, and collaborativeness. Thus, numerous occupational workforces' directors measure the employee performance of each workforce fellow on a yearly or four times a year basis in order to aid workforces to classify recommended areas for enhancement.

The criteria against which personnel could be appraised should be decided when proposing a performance appraisal strategy (Poon, 2004). Bates (2003) describes criteria as evaluative ideas or principles that could be employed as indices for assessing employees' achievement or disappointment. Armstrong (2006) emphasized that the PA plan must base on an accurate occupation report, as this gives the criteria in contradiction of which performance would be

reviewed. Aguinis (2009) further maintains that there are three (3) components that contribute to EP and must be brought into attention when planning PA criteria:

- i) the job content: Job factors or components must be decided upon, probably in the form of a job description which is assessed at every performance appraisal procedure.
- ii) the job context: Here, organizational components or factors that impact on employee performance must also be taken into consideration; and
- iii) the employee: The worker's attributes should not be appraised, but rather the employee's contribution to the organization.

Evaluative criteria according to Armstrong (2006) are identified by many names, for instance, quantitative or qualitative, subjective or objective and behaviour or trait. Halachmi (2005) affirms that criterions are best usually considered as "input and output" criterions, where input criteria comprise personal abilities and undertakings, and output criteria are regarded as results attained by the worker's performance. In addition, there is a greater linking for input measures in excess of output measures, as it is argued that the worker has a bigger influence over input behavioural criteria (Poon, 2004).

Measurement of Employee performance in the Nigerian Civil Service (NCS) is established on the Annual Performance Evaluation Report (APER) (Dogarawa, 2011) which stated the duties and responsibilities of civil servants. APER is designed to objectively and accurately measure employee performance. Measuring the employee performance involves evaluation of major tasks accomplished and achievements of the employee in each period in comparison with the targets set at the commencement of the period. This is equally measured by relevant skills, responsibilities, training and development, experience and educational qualifications of the employee (Gberevbie, 2010). Measuring also covers the quality of the achievements, the compliance with the chosen standards, the efforts included, and the period taken in accomplishing the results. Bond and Fox (2007) contend that measuring employee performance is the basis of a performance appraisal procedure and performance management. Accurate and efficient performance measurement not only forms the basis of an accurate performance review but also gives way to judging and measuring employee potential.

Employee job performance can be represented by worker productivity at work, interest in work and enthusiasm at work. Ameen, Ifatimehin and Alabi (2014) assert that

promptness/punctuality, job specification/responsibility/duties, discipline, loyalty, accountability, training and development, orderliness and cooperation are very important in measuring employee performance.

Aydogdu and Asikgil (2011) were of the observation that several parts of performance could be appraised through work attendance, duties assigned for performance and organization conduct. Additionally, evaluation of performance could be attained from numerous sources, for example, the workers themselves, their superiors and productivity rates. Yadav and Yadav (2014) assert that promptness of worker, accountability of work direction, peer communication, group conduct, and administration qualities of workers are declined because of a decrease in confidence and morale of workers due conflict and stress in the balance of job life. They identified absenteeism as a factor of work-life imbalance which could lead to job dissatisfaction. They observe a direct relationship between the promptness of civil servants to EP. Performance in Kwara State Civil Service could be brought to fore as the act of discharging duties by the civil servants as stipulated by the civil service for efficiency and effectiveness in service delivery.

Employee Engagement and Dimensions

The works on employee engagement (EE) has had an expert effect and researchers are scarce in this domain (Bhatnagar, 2007). Owing to the limited works obtainable on engagement, a lot of misperceptions are around its conceptualization (Gupta & Kumar, 2012). One of the main disputes given by the literature is the dearth of a general description of EE (Pandita & Bedarkar, 2015). EE is a general word both in the industry and in academic circles (Schaufeli & Bakker, 2010). EE has its backgrounds in Kahn's (1990) prominent article. However, Kahn (1990) classified personal engagement as "the simultaneous employment and expression of a person's 'preferred self' in task behaviours that promote connections to work and to others, personal presence, and active full role performances" (p. 700). Then he asserted that workforces were engaged in their occupation when the components of mental significance (i.e., "sense of the work's significance relative to personal values"), psychosomatic well-being (i.e., "ability to express oneself in work role matters without negative repercussions"), and emotional accessibility (i.e., "being ready, motivated, and able to do the work") were existent.

Emerging from the works of scholars, Kahn theorised that the realms of “meaningfulness, safety, and availability” were significant to wholly comprehend why somebody would be engaged in their occupation. Kahn described “meaningfulness” as the constructive “sense of return on investments of self in role performance” (p. 705). Safety was explained as the capability to display one’s personality “without fear or negative consequences to self-image, status, or career” (p. 705). Availability was outlined as the “sense of possessing the physical, emotional, and psychological resources necessary” (p. 705) aimed at job accomplishment.

Maslach et al. (2001) conceptualised EE as the constructive opposite to burnout and described EE as “a persistent positive affective state . . . characterized by high levels of activation and pleasure” (p. 417). Consequently, “if burnout’s dimensions are exhaustion, cynicism, and inefficacy, then one might readily imagine the highly engaged employee as energized at work, fairly optimistic about work and the organization, and possessing a good sense of self-efficacy with respect to job performance” (p. 417). Jointly, Maslach et al. (2001) and Kahn (1990) delivered the two initial academic backgrounds for comprehending engagement of employee (Saks, 2006).

Harter, Schmidt, and Hayes (2002) were the principal to spot at the engagement of employee at the occupational component level and employed a huge databank to connect upper degrees of EE to augmented business component results. They conceptualised “employee engagement” as an “individual’s involvement and satisfaction with as well as enthusiasm for work” (p. 417). This meaning complemented the anticipation of a person’s fulfilment extent, considerably modifying the manner engagement was regarded. Czarnowsky (2008) perceived engagement as “employees who are mentally and emotionally invested in their work and in contributing to their employer’s success” (p. 6). The outcomes of his review exhibited links to the introductory work of Maslach et al. (2001) and Kahn (1990) by generating meaningful job atmospheres, offering chances for learning and concentrating on the knowledge of the member of staff. This investigation offered a vital association to the community of academic. Constructing meaningfully on the effort of numerous researchers, Macey and Schneider (2008, p. 25) conceptualizing that “employee engagement develops from (a) trait engagement, (b) state engagement, and (c) behavioural engagement”, they sketched substantial equivalents from preceding enquiry and outlined each as a distinct engagement idea, comparable to Saks (2006). EE according to them (Macey & Schneider, 2008) is outlined

by indicating “(a) job design attributes . . . directly affect trait engagement, (b) the presence of a transformational leader . . . directly affect (s) state engagement, and (c) the presence of a transformational leader . . . directly affect(s) trust levels and thus, indirectly affect(s) behavioural engagement” (p. 25). The former condition of engagement in these conceptual ideal constructs on the subsequent, each emerging a piece of the whole EE thought. This impact on the discipline facilitated to comprehend the cluttered, dispersed, and blurred conceptual condition of engagement of employee by splitting the construct of engagement into separate segments and throw light on traditional engagement definitions.

Constructing on the backgrounds of positive psychology, Schaufeli et al (2002) projected that concept of engagement is differing to burnout and see these concepts as self-determining conditions with divergent organizations that need to be gauged by diverse tools. To them, EE is defined as “a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption” (p. 74). These 3 elements are described by the following:

- i. Vigour is characterised by high stages of force and psychological flexibility while at work, the readiness to contribute energy in one’s work, and diligence even in the aspect of hitches.
- ii. Dedication refers to being strongly involved in one’s work and experiencing a sense of significance, enthusiasm, inspiration, pride and challenge.
- iii. Finally, absorption is characterized by being fully concentrated and happily engrossed in one’s work, whereby time passes quickly, and one has difficulties with detaching oneself from work.

In the existing enquiry, engagement is employed to outline the magnitude to which workforces are included with, devoted to, wholehearted, and fervent concerning their occupation (Macey & Schneider, 2008). An engaged employee in the Civil Service has been describing “as those having a sense of personal attachment to their work and organization, it means they want to give their best to help it succeed. Engaged employees tend to speak positively about their organization and have a desire to stay” (Civil Service, 2008). Although there is no particular definition for EE, Rich, Lepine and Crawford’s (2010) described of EE as “a multi-dimensional motivational concept reflecting the simultaneous investment of an individual’s physical, cognitive, and emotional energy in active, full work performance” (p. 619) describes the significance of the construct as termed by many scholars. Thomas (2007)

established a one-dimensional engagement conceptualization. He maintained that though the end result of engagement (i.e. conducts) arise in 3 sets – “physical, cognitive, emotional” – the state earlier these conducts is fundamentally one-dimensional. Therefore, in this study, physical, cognitive, emotional was used to measure EE because this measurement was developed in the context of EE, and it has been tested to be reliable and valid. The scale has good discriminant properties (Thomas, 2007). In this regard, 6 items were employed to measure EE.

Employee Engagement and Employee Performance Nexus

One imperative means to enrich the employee performance (EP) is to concentrate on nurturing employee engagement (EE) (Anitha, 2014). EE has begun as a potentially significant of EP and management discipline (Karatepe, 2009; Endres & Mancheno-Smoak, 2008; Karatepe et al., 2012). An investigation accomplished by Dalal et al., (2012) indicate that “employee engagement is the best predictors of overall employee performance” (p.295). Numerous researchers have studied the “antecedent, predictors and outcome variables” of EE. These researchers proved that EE has a significant link with establishment results and total performance (i.e. Menguc et al., 2013; Saks, 2006; Muduli et al., 2016; Shuck, Reio & Rocco, 2011). Study has also revealed that engagement is positively linked with rises in performance expectations overtime (Barbier et al., 2013). Additionally, employee engagement has been indicated to inspire a range of attitudinal, behavioural, performance, and fiscal outcomes (e.g. Christian et al., 2011; Halbesleben, 2010; Macey et al., 2009).

In furtherance, researchers (e.g. Christian et al., 2011; Rich et al., 2010; Macey & Schneider, 2008; Leiter & Bakker, 2010) likewise submits that the existence of high rates of EE enriches “task performance and organizational citizenship behaviour, productivity, discretionary effort, affective commitment, continuance commitment, levels of psychological climate, and customer service”. Study has also revealed that engagement is positively linked with rises in performance expectations overtime (Barbier et al., 2013). Built on these contentions, Gruman and Saks (2011) projected an engagement management model conceived/invented to create high levels of engagement as a foundation to high levels of performance. As the nexus between employee engagement and employee performance wanted to be strengthened by this study.

Demerouti and Cropanzano (2010) claim that engagement could direct to boosted performance as an outcome of numerous elements. This finding was buttressed by certain researches concluding at a positive correlation amongst engagement and person performance (Mone & London, 2010; Halbesleben, 2010). Anitha (2014) done research on “determinants of employee engagement and their impact on employee performance” found that EE had a significant influence on EP. In the same vein, Ahmed and Dajani (2015) in his investigation carried out revealed that EE had a significant influence on occupation performance.

Employee beneficial engagement is a win-win tactic because employees know how to distinguish/recognise organizational accomplishment and become productive in their involvement. Numerous researchers conclude that it is a significant factor for employee’s positive contribution towards organizational success and works as a facilitator to improve employee’s attitude, performance and objective to develop way of performance (Andrew & Sofian, 2012). Mostly, when workers are engaging with their occupations, they invest their efforts in the form of hands, heart, head and emotionally occurrence in performing organizational work (Khan & Iqbal, 2013). *Thus, this review hypothesised that there is significant nexus between employee engagement and employee performance in Nigeria Kwara State civil service.*

THEORETICAL FRAMEWORK

Owed to the deliberations in the earlier segments, this study propels/proposes a model showing that there is nexus between employee engagement and employee performance. Consequently, the framework described the link between employee engagement and employee performance within the setting of Kwara State civil service, Nigeria. The model is supported by expectancy theory which advocates that although individuals may have different sets of goals, they can be inspired if they believe that there is a positive correlation between effort (engagement) and performance, and that favourable performance will result in a desirable reward. This invariably assumes that action is taken when individual beliefs that self-efforts lead to successful performance and to direct positive value or will lead to other valued outcomes. Specifically, it intends that high performance, at the individual level depends on high incentive, possession of the required knowledge, skills and abilities,

appropriate role and understanding of that role which can be used to examine the pros and cons of an effective performance appraisal system (Ohemeng et al. 2015)). This is presented in fig, 1 below.



Figure 1: *The research framework*

MEDOTHOLOGY

This research considered the Krejcie and Morgan's (1970) study on sample size determination. The population of this research covers 6,156 Kwara State civil servants, Nigeria. The sample size of the study is 364 according to Krejcie and Morgan's (1970). Moreover, in order to minimize and abate sampling error, and to take care of non-response rate issues that may come up, it is suggested by Salkind (1997) that forty per cent (40%) increase on the original sample size. Thus, the overall sample size is Five Hundred and Ten (510). This is also consistent with the fact that the higher the sample the more accurate the result will be (Alreck & Settle, 1995). Finally, this would guarantee adequate representation of the population under investigation.

Data for this research were gathered from 510 employees working in Kwara State Civil service, Nigeria and analyzed using smart PLS 3 software packages to guarantee that measurement errors are minimised and duly taken care of. The respondents were selected through stratified sampling technique. Out of 510 questionnaires distributed only 371 completed questionnaires, representing 73% response rate, were returned and usable for further analysis. This response rate is deemed appropriate and sufficient, in accordance with Creswell's (2012) which suggests that a response rate of 50% is appropriate for analysis. Besides, the analysis technique in the current study involved descriptive analysis and inferential analysis. Inferential analysis connotes 2-step approach: measurement and structural models (Hair et al., 2011, 2012), as this guarantees valid and reliable results. To

guarantee the constructs validity and reliability, which involve internal consistency reliability, convergent validity and reliability and discriminant validity, measurement model evaluation was done. Measurement model represents the relationship between constructs and their corresponding indicator variables (generally called the outer models in PLS-SEM). The basis for determining these relationships is measurement theory. A sound measurement theory is a necessary condition to obtain useful results from PLS-SEM (Hair et al., 2017).

The scale for all the constructs ranged from 1 (strongly disagree) to 5 (strongly agree). However, demographical variable was measured as categorical variable. This kind of interval scale is deemed fit for this study, going by the suggestion of Zikmund et al. (2010).

RESULTS ANALYSIS

Table 1: Descriptive Statistics for Latent Variables

Lantent Constructs	No. of Items	Mean	St. Deviation
Employee engagement	6	4.0731	0.73237
Employee Performance	14	4.0893	0.60014

As illustrated in Table 1, the mean and standard deviation of both variables of the study ranged from 4.0731 to 4.0893 and from 0.73237 to 0.60014, respectively. These total mean and standard deviation values of both variables are fairly adequate. Therefore, it could be demonstrated that the reactions of the respondents evidently specify a tolerable and reasonable level of relevance to the whole measurements concerning employee engagement and employee performance.

Table 2: Internal Consistency and Convergent Validity

Constructs	Items	Loadings	AVE	CR	CA
Employee	EE1	0.823	0.667	0.923	0.899
Engagement	EE2	0.893			

EE3	0.781			
EE4	0.808			
EE5	0.697			
EE6	0.880			
EP1	0.863	0.549	0.940	0.931
EP2	0.828			
EP3	0.781			
EP4	0.674			
EP5	0.676			
EP6	0.642			
EP7	0.843			
EP8	0.792			
EP9	0.619			
EP10	0.635			
EP11	0.729			
EP12	0.627			
EP13	0.768			

Also, measurement model was assessed for reliability and validity. Reliability and validity are two indispensable criteria for assessing the quality of gauges/measurements (Kimberlin & Winterstein, 2008; Andrew, Pedersen & McEvoy, 2011). Therefore, the assessment of measurement model was done via Smart PLS, which it contained determination of individual indicator reliability, internal consistency reliability, convergent and discriminant validity

(Henseler et al., 2009; Hair et al., 2014; Hair et al., 2011). Table 2 present the results from the measurement model (outer model) evaluation:

Drawn upon Table 2, the indicators displayed uppermost values on their particular variables as compared to their loadings on other variables. Equally, the indicators require acceptably and considerably high loadings, and consequently confirming the content validity of the variables concerning employee engagement and employee performance. Nevertheless, one (1) indicator (i.e., EP14) from employee performance measurement adapted from Koopman et al. (2012) dropped under the threshold of 0.5. Therefore, the item (EP14) was deleted. Besides, the variables of the research have high levels of internal consistency reliability, as the composite reliability and Cronbach's alpha values of all the constructs are well above the threshold values of 0.7 and 0.6, respectively. The Average Variance Extracted (AVE) values of the reflective scales surpass the minimum requirements of 0.5 (Hair et al., 2011).

As for discriminant validity evaluation, the rotrait-monotrait ratio (HTMT) of the associations was embraced. The outcome confirms the discriminant validity of the variables in this research as the HTMT values for both sets of variables in the matrixes dropped below the threshold value of 0.90.

Table 3: Structural model results

Hypotheses	Path	Beta	SDV	T-value	P Value	Decision
H1	EE -> EP	0.571	0.047	12.165	0.000	Supported

Note: Endogenous Latent Variables = Employee Engagement and Employee Performance;
Note: significant at 0.050 (2-tailed).

Hypothesis was stipulating that there is significant nexus between employee engagement and employee performance in Kwara State civil service. As was predicted, Hypothesis was supported (see table 3) as the outcome specify significant nexus of employee engagement on employee performance ($\beta=0.571$, $t=12.165$, $p<0.05$).

DISCUSSION

The result implies that worker engagement plays an indispensable part in enhancing worker performance as well as boosting efficiency in the organisation. Findings of the study

corroborates findings of previous research on relationship between employee engagement and employee performance which include Leiter and Bakker (2010), Rich, Lepine and Crawford (2010), Christian, Garza and Slaughter (2011), Christian et al. (2011), Dalal et al., (2012), Anitha, (2014), Ahmed and Dajani (2015), and Muduli et al., (2016).

Theoretically, numerous theories and models have been established in the literature that offers a framework for how to enhance employee performance. The literatures indicate that employee engagement is closely linked with employee and organizational performance outcomes. Establishments with engaged personnel have higher employee commitment as a result of increased performance, productivity, profitability, growth and customer/citizen satisfaction. Employee positive engagement is a win-win approach because employees know how to identify organizational success and become successful in their contribution. Based on the job engagement, civil servants constantly enhance their work performance from period to period. Many scholars conclude that engagement is an important factor for employee's positive contribution towards organizational success and works as a facilitator to improve employee's attitude, performance, and objective to develop way of performance (Andrew & Sofian, 2012). In general, when workforce is engaging with their jobs, they invest their efforts in the form of hands, heart, head and emotionally in performing organizational work (Khan & Iqbal, 2013). Therefore, a significant way to improve performance of employee is to focus on fostering employee engagement.

CONCLUSION

Based on critical issues linking to theoretical and practical aspects of Engagement and performance research, this research evaluated the nexus between Engagement and Employee performance. The result reveals that the employee engagement has significant nexus with employee performance. Thus, this direct nexus has offered several significant inputs to the body of knowledge and certain crucial consequences for policymakers and stakeholders.

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