

EMPLOYEE ENGAGEMENT STRATEGIES ON ORGANIZATIONAL PERFORMANCE

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ABSTRACT

In many countries, organisations are grappling with dwindling performances and productivity. There have been attempts by organisations to enhance their performances and boost their productivity in order to have competitive advantage over their rivals and stay afloat in business. This has led to the exploration of avenues to elicit positive outcomes. Employee's engagement has emerged as a potential factor for organisational performance. Many practitioners of human resource management have poorly understood measurement of employee motivation for activities and more precisely its commitment. Scholars and practitioners indicate that low level of employee engagement at work is currently one of the most alarming global economic problems. The potential consequence of this phenomenon is declining work performance. Therefore, it becomes important to understand the concept of work engagement, its meaning for employees, and implications for an organisation. This write-up systematically reviews scholarly literature, presenting the results of research on the relationship between employee engagement and organisational performance. The objective of the paper is to summarise prior works to determine the impacts of employee engagement dimensions on organisational performance and make recommendations appropriately. The review highlighted the desirable priorities of employee engagement strategies (cognitive, physical and emotional) in enhancing employee's engagement for optimum individual and organisational performance.

Keywords: Employee Engagement, Motivation, Job Satisfaction, Organizational Performance

INTRODUCTION

Organisations are set up to efficiently and effectively utilize their resources, perform optimally and achieve their predetermined goals and objectives. Many organizations are grappling with dwindling performances and productivity. There have been attempts by organizations to enhance their performances in order to have competitive advantage over their rivals and stay afloat in business. Some organisations fail at start-up, while some at a later life owing to inability to efficiently and effectively manage their resources, especially, the most vital asset which is the human resource. The quest to get wriggled out of this web has necessitated the exploration of various avenues by organizations to elicit positive outcomes.

Employees, regardless of the nature of business, are one of the key resources of a company. At a time when competition for the best specialists is often stronger than efforts to obtain the client, the ability to successfully manage relationships with employees can decide on the long-term market advancement. Through the creation of a friendly, development-enabling environment that leads to employees' engagement, employers can increase their chances of hiring and retaining valuable employees.

Many companies realized that employees are organisation's best assets that can compete with internal and external organizations in their sectors (Bailey et al, 2016). In today's business world, employees' requirements go beyond the basic salary, which has shifted the focus of employers to appreciate the real essence of the employee engagement practices.

Employees, in the present context, expect to be engaged in the organisational working, that is, their role should contribute and affect the business in a greater sense (Marciano, 2010). Employee engagement and employee-organisational commitments are critical organisational requirements as organisations face globalisation, competitors and others, especially recovering from the global

recession to gain competitive advantage over the others (Bailey et al, 2016; Anitha, 2014). Employee engagement has been perceived as a motivational factor towards achievement of organisation's objectives. The good environment that is offered to the worker enables him to offer the best that the organisation needs for its achievement of goals and objectives (Macleod et al, 2012). Studies indicate that there is no simple description regarding engagement of an employee. There is no generally accepted approach to describe the terminology of employee engagement (Markos, and Sridevi, 2010). Employee engagement is characterized by the presence of workers at work place, fulfilment of its responsibility, leadership relationship with workers and leadership consideration of workers as focal point for organisational performance.

Lumina (2014) argued that employees were engaging in complex transactions that were structured in such a manner as to misrepresent the financial performance of the organisation. There are mainly aspects of life and not only services that characterise employee engagement.

Diversity of organizations intensifies problems of work place that hinder organisation's performance. Studies reveal that individual employee's problems can be of personal ability to work, supervision issues of leadership and personal trauma to cope with the work load. Organizations are tempted to focus on the financial aspects of employees to achieve organisational goals. There are potential and opportunity for organisation that consider both financial and non financial factors for their performance (Questica, 2015). The size of the organisation and its type notwithstanding, objectives from non financial factors could be beneficial to the organisational performance. It should be noted that measuring employee engagement could help the organisation understand what it needs to build organisational performance.

Numerous reports suggest a low level of employee engagement worldwide. According to the Gallup Institute, globally only 15% of workers can be described as fully engaged in their work, while 85% are not engaged or are actively disengaged (Gallup, 2017). The causes of the deepening "disengagement crisis" lie in the absence of support to employees in achieving what they perceive for themselves as meaningful results (Forbes, 2014). The academic community also sees the problem of low employee engagement and its negative impact on business outcomes.

According to Teresa Amabile of the Harvard Business School, cited in (Forbes, 2014), it leads to lower level of company revenues and deterioration of its profitability indicators.

The crisis, in the context of innovation, productivity and performance, has also been noticed by UK Government. The Department for Business, Innovation and Skills (2009) has confirmed the low level of employee engagement in Great Britain and the negative consequences of this state of affairs on the UK economy. The worldwide nature of the problem suggests the need for theoretical review of the impact of employee engagement on the organisational performance with a view to drawing practical universal lessons.

Tranfield et al (2003) indicate that the process of reviewing the literature is essential for managing knowledge diversity in the context of particular academic studies. This article is a systematic literature review, with the objective of ordering and categorising prior research on the association between employee engagement strategies and performance of an organisation. It identifies gaps in the current state of knowledge, draws conclusions and highlights the relevant recommendations based on review of selected literary works.

Objectives of the Study

The purpose of this work was to assess the impact of employee engagement strategies on organizational performance. The objectives of this work will include the following;

- a. To determine the impact of cognitive engagement strategies on organisational performance
- b. To determine the impact of physical engagement strategies on organisational performance
- c. To determine the impact of emotional engagement strategies on organisational performance.

Conceptual Review

Employee Engagement

Employee engagement is defined as a property of the relationship between the organizations with their employees. It refers to the intellectual as well as the emotional commitment to an organisation by their employees on their jobs (Amhalhal et al, 2015). However, employee engagement is a narrow-intensive conceptualisation of the relationship between the employee and his/her job (Yalabik et al, 2017). The concept of employee engagement is about how to satisfy, and how happy are the employees with their jobs as well as the environment in which the employees work in with their colleagues.

It is pertinent to state that employee engagement is about how their work performance is associated or aligned with the outcomes of organisation (Amhalhal et al, 2015). Job satisfaction relates to perceived job quality which stems from the individual consideration of all monetary and non-monetary aspects of the job (Di Paolo, 2016). Thus, it is commonly seen as an individual's emotional response to perceived fulfilment of one's important job values. It should be noted that, if these values are fulfilled, then the pleasurable emotion of satisfaction is experienced, if they are neglected, then the emotion of dissatisfaction is experienced (Bednarska and Szczyt, 2015). Unsatisfied employees show deviant workplace behaviour and exit planning, which in turn decrease service quality and job performance (Tuna et al, 2016). Moreover, employee job satisfaction has long been considered as one of the key determinants of an organisation's success and growth (Prajogo and Cooper, 2017).

A considerable amount of interest in employee engagement has emerged, but clear indications of cause and effect were unclear in much of the studies. Few studies have shown clear links between initiatives undertaken by managers and organisations that improve employee engagement and performance. Every organisation that exist has different characteristics and conditions which make it difficult to have initiatives that can be readily adopted by organizations (Bandura and Lyons, 2014).

In addition, engaged employees are likely to have trusted and high quality relationships with their employers (Saks, 2006, Karatepe, 2011). These engaged employees, in turn, perform their tasks more effectively and go the extra mile in dealing with customer problems and attending to the needs of customers. Studies, as stated by (Markos and Sridevi 2010), show that the beginning of an employee engagement is at the point of his appointment to the organisation's service. It is a responsibility of leaders to motivate worker's commitment and engagement for job performance. "Engagement with the organisation measures how engaged employees are with the organisation as a whole, and by extension, how they feel about senior management. This factor has to do with confidence in organisational leadership, as well as trust, fairness, values and respect that is, how people like to be treated by others both at work and outside of work" (Custom Insight, 2016).

According to (Shamila 2013), employees are affected by different factors, which need special attention from the leadership such as employee turnover, than focusing only on organisational benefits.

Openness behaviour has been proved as one of the important elements that motivate employee engagement regardless of their skills and knowledge.

Providing positive response to employees is another factor that is important to motivate employee engagement and commitment in organisation. However, appropriate rewards and incentives to reinforce employees' desired behaviour are other promising job resources while employees' growth and opportunity for advancement is another significant job resource (Siddiqi, 2015).

Andrew & Sofian (2012) emphasized that "engagement should be a win-win state of affairs, where vastly engaged employees will resiliently identify with the success of their organisation and win fulfilment from their contributions. The knowledge of employee engagement is one of the pioneering works in advocating that employee engagement should be examined by distinguishing between job engagement and organisation engagement.

It is noteworthy to look at the concept of employee engagement using the dimensions/strategies discussed here under.

Cognitive Engagement

Cognitive engagement shows that employees are focused and committed to their job (Lawal, 1993). Cognitive engagement means that employees are aware of and engaged with the organisation's overall plans and know what they need in order to achieve the best possible return on their job efforts. Employees must understand their employer's vision and strategies to be fully engaged at this stage (Adeleke, et al 2003). They should also know what they must achieve to contribute as much as possible to the organisation. People who are passionate about their jobs and have more experience are more creative and make more confident decisions.

Fletcher, 2016 observed that running a digital marketing firm that helps other companies stand out from their competition and get the best results, demands skilled, experienced employees who are thoroughly knowledgeable about how to run projects, different types of digital marketing, their advantages, different software's to use and leading a team to get the work done.

It is incumbent upon such team to have specific goals and strategies when engaging with clients and projects. Hence the need for a vibrant community, and a creative workplace with a diverse range of thoughts, habits and interests. People with diverse viewpoints can spot risks and opportunities that others might overlook (Lawal, 1993).

According to one report, cognitive diversity boosts team's creativity by up to 20% while also lowering risk-taking by up to 30%. Another study discovered that teams with more cognitive diversity tackle problems faster.

Physical Engagement

Employee's attitude and activities show that they are invested in the work. Employees who are physically engaged devote their emotional and physical energy to work. People with a lot of energy have better overall health, which allows them to contribute more to business (Nwa, 1999). To get the most out of the workforce, a business needs to ensure that its employees are physical and mentally healthy. This has become even more important with the rising health crises worldwide. Many companies do not just offer medical coverage for their employees. They also offer mental health services to those who need support. According to (Lawal, 1993) a healthy, active workforce is one that is also productive and creative. This applies to all industries. Hence, the need to get a highly motivated workforce that elicits positive behaviour to engender engagement and better performance.

Emotional Engagement

This enables the employees to channel their feelings and emotions into their work.

"Employees' emotional commitment refers to their sense of belonging and confidence in the organisation and its members". Emotional engagement is based on the process of managing one's emotions while at work. People who are emotionally involved in their jobs are more likely to feel good or happy about it, and experiencing such a positive effect gives them a sense of accomplishment and satisfaction for a job well done (Lawal, 1993)

According to (Nwa, 2000), if a project manager is able to lead multiple projects successfully at the same time, he becomes justifiably proud of his achievement. He also earns his colleagues respect having shown what he could bring to the company. When a leader has a positive outlook on his life and career, his attitude tends to infect his colleagues and people reporting to him. On the other hand, a manager that exhibits a high degree of negativity is bound to influence other people the same way (Mogaji, 1999).

Sometimes, individuals just feel tired and overwhelmed with things they need to complete. This was pronounced during the covid-19 intense period, where there were very few chances to interact with friends and colleagues in person. Companies that offer remote mental healthier and coaching sessions enjoy higher engagement rates. Thanks to webinar platforms, companies can do just that

with ease. The whole essence of getting employees engaged at work is to enhance organisation performance with the aim of achieving its goals and objectives.

Organisational Performance

According to (Adeleke et al 2003) organisational performance refers to how well an organisation is doing in reaching its goals, vision and mission. Assessing the organisation's performance is a vital aspect of strategic management and the executives must know how well their organizations are performing to enable them know the areas that demand strategic changes, if any, and make such changes (Short & Palmar, 2003). Studies indicated in (Kular et al, 2008) that the solution to employee engagement for enterprise performance is to provide employees with opening to share their ideas and feelings. Also, that managers and leaders are to accommodate employees concerns to maintain organisation's performance. Employee's attitude is a positive factor for his engagement to organisation. The recognition of employee's attitude is an important element for competition to contribute to organisation's profitability (Shamila, 2013).

The concept of employee attitude indicates that employee engagement involves task performance that is based on activity approaches and disposition of the worker himself.

"You can measure a lot of things that have nothing to do with performance but that do not help a company implement a system that allow managers to create change" (Sorenson, 2013).

Studies reveal that consideration of well being of employees is an acknowledgement to their contributions for organisational performance. Consideration of top management to employees' satisfaction is a lead towards organisation performance. (Ram e tal, 2011)

Researchers reveal that there is no particular best way of organisation performance appropriate to all employee situations. In order to be efficient, the implementation of internal organisation decisions should connect with the demands of external environment and people needs. (Soylu, 2008).

Managers and others put their emphasis on financial factors to achieve organisation performance, dealing with earnings and accounting returns, calculating financial benefits from project operations. They put little emphasis on employee engagement and satisfaction, which are non-financial factors that are important to bring long-term organisation performance (Akter, 2011).

Hromei, (2014) indicated that the human related issues were neglected, while it is now a well known aspect that employees' satisfaction will translate into a higher financial performance, through their creativity and dedication to the organisation's goals. However, the study concluded that managers face problems to enhance organisation performance owing to lack of knowledge and ability to consider non-financial factors that are based on human capital, which is the balance for work environment and organisation performance for long run goals.

The perceived problem faced by managers in enhancing organizations performance necessitates the call for performance management in organizations.

According to (Okere, 2014) performance management is basically concerned with performance improvement in order to achieve organisation, team and individual's effectiveness.

The above calls for involvement or high consideration of the employees in a bid to achieve high level of organisational performance.

Tamkin in (Okere 2013) reiterated the fact that when staff are challenged, and developed they are given power to act and to use their judgement. Organisation's performance demands employee engagement because there is the belief that high performance in an organisation is a product of staff that cares rather than systems that constrains.

The mediation between employee and manager is one key factor to improve organisation performance. With dedication and happiness, employees at their workplace ensure that their organisation attain a remarkable and visible competitive advantage (Lawal, 1993). Workers with higher engagement to their organisations increase their retention and reduce staff turnover and absenteeism. Furthermore, organisation performance will be accountable on productivity customer satisfaction, cost reduction and high level profit (Nawaz et al, 2014).

Theoretical Review

This write-up is on employee engagement strategies and organisational performance and it is anchored on the Two Factor Theory of Fredrick Herzberg.

Herzberg's Two Factor Theory

Fredrick Herzberg (1966) and his associates made a significant contribution to the theory of motivation by differentiating motivational and maintenance factors in the job satisfaction. Employee engagement is not entirely about motivation. There are several motivational theories concerning involvement and satisfaction, however the two-factor theory is the most applicable regarding the engagement driving factors. Herzberg found out that some job conditions exist primarily to dissatisfy employees when they are absent and others operate primarily to build satisfaction and high performance, if they are present (Lawal, 1993). Herzberg named these two elements hygiene and motivator factors respectively.

According to (Nwa, 2000), Herzberg said that factors which can cause dissatisfaction at work are company policy and administration, salary, the quality of supervision, interpersonal relations, working condition and job security and they are related to the elements of the work environment (Job context).

Motivators create job satisfaction and are effective in motivating an individual to superior performance and effort. These factors are intimately related to the content of the job ie, the nature of the job consisting of status, recognition, responsibility, challenging work, growth in the job, the job itself and achievement. (Lawal, 1993).

Herzberg indicates that among all of the factors in ensuring job satisfaction, eighty one percent comes from the motivators, whereas sixty nine percent of the hygiene factors create job dissatisfaction. Hygiene factors can "at best create no dissatisfaction on the job, and their absence creates dissatisfaction. What makes people happy on the job, and motivates them are the content factors" (Herzberg, 1966). This perception portrays the fact that the motivators are more important in order to create job satisfaction and increase engagement, while the negative hygiene factors can lead to job dissatisfaction and lower the level of engagement.

Herzberg emphasized that the distinction between the job context and job content is similar to differences between the intrinsic and the extrinsic motivations. The intrinsic rewards are internal rewards experienced at the time of performing the job and are regarded as self motivation. Extrinsic motivations are external rewards that occur after or away from work. Unlike the intrinsic rewards they do not provide direct satisfaction at the time the work is performed

Herzberg stressed the fact that what truly motivate the workers are "growth" factors or those that give the workers a sense of personal accomplishment, through the work challenge. In other words, the content of the job and the internal dynamics coupled with the worker's experience in completing his task elicit motivation. He maintained that the context or environmental factors (hygiene) surrounding the job cause dissatisfaction if they are unhealthy and they are termed "deficit" needs. Their importance is felt only in their absence (Onimoles, 2015).

However, the theory of Herzberg has been criticized on some basis. In spite of the limitations, the study has some management implications that enhance motivation cum engagement. Lawal, (1993) highlighted the implications for emphasis as follows. Hygiene factors make workers stay on the job but not necessarily to work harder while motivators aid increased performances and output. He said that the key role of a manager is to identify the particular factors that will appropriately serve his specific purpose. To deal with problem of labour turnover, hygiene factors should be improved upon, but to deal with low productivity, provision of the motivators will be deemed desirable.

His theory further suggested three typical means of revising work to improve motivation and performance, which are job enrichment – i.e designing job to contain optimum number of motivators. Job enlargement – i.e increasing the number of operation to move away from narrow specialisation. Job rotation – i.e making staff members exchange positions to break monotony in

work and provide fresh job challenges that enhance staff engagement and performance (Mogaji, 1999).

Finally, to ensure that employees are highly productive, managers must ensure that the kind of task assigned to workers optimally utilises their abilities and experiences. They should focus on the motivational factors that can improve work quality and productivity levels of both the employees and the organisation as a whole (Nwa, 1998).

The Impact of Cognitive Engagement on Organisational Performance

The levels of cognitive engagement originate from an employee's evaluation of his work to determine safety (physical, emotional, and psychological), and the availability of sufficient levels of resources to complete his work (Shuck & Reio, 2013).

Employees who are cognitively inclined seek to know what they must achieve to contribute as much as possible to the organisation.

Shuck & Reio, (2013) state that the psychological interpretation of work reflects "a level of engagement or movement toward the work". Those who believe their works matter enhance and engage them.

On the other hand, employees who experience negative work circumstances (such as a negative workplace climate or organisational culture) develop a downward spiral of emotion resulting in narrowing of resources that end in feelings of loneliness, ostracism and burnout (Shuck & Reio, 2013). A negative work environment, according to (Muphy, 2013) will make all workers feel irritating, anxious and defensive. This can lead to a lack of motivation, poor morale, poor communication and low productivity.

A negative environment makes the employees feel they are performing work that does not serve a purpose. Without a sense of purpose, the motivation to complete responsibilities with pride and enthusiasm is hard to come by, (Murphy, 2013, in Collins, 2014). Conversely, a positive workplace environment is filled with employees who believe they have purpose at their jobs, making a difference and adding to the growth of the company or simply being a valuable part of the team.

Shuck & Reio, (2013) states that cognitive engagement revolves around how employees appraise their workplace climate as well as the tasks they are involved in. As they make appraisal, they determine levels of positive or negative effect which in turn influences behaviour. Their study indicates that cognitively engaged employees would answer positively to questions such as "the work I do makes contribution to the organisation". "I feel safe at work" no one will make fun of me here and "I have the resources to do my job at the level expected of me". The above cognitive attitude definitely elicit better engagement and performance.

In a study conducted by (Shuck et al, 2011), employee engagement is defined as an individual employee's cognitive, emotional and behavioural state directed towards desired organisational outcomes. The study showed that employees who worked in jobs where the demands of the jobs were congruent with interests and values (job fit) felt as if they emotionally identified with their place of work and would be more likely to be engaged. Job fit is defined as the extent to which a person's personality and values fit into his current job.

Researchers who study job fit suggest that good fit provides opportunities for employees to be involved in individual meaningful work that affects the development of work-related attitudes.

Good fit also provide the cognitive stimulus for employees to engage in behaviour directed towards positive organisational outcomes.

Illustratively, an employee with high level of job fit might agree that the demands of his or her job allow him/her to work within a level of emotional and physical comfort, and that his or her personal values match those of the job role, resulting in higher performance, discretionary effort and higher level of job satisfaction (Lawal, 1993). Employees who experience good fit derive a certain level of meaningfulness from their work and are those employees who have the emotional and physical resources to complete their tasks. Cognitively engaged employees are those who demonstrates competence in self-regulating their emotions, feelings, thoughts and behaviour to handle the demands of their role (Adeleke et al, 2003). This resourcefulness means the use of cognitive self-regulatory competencies in an organisational setting to cope well with organisational challenges and

perform one's role efficiently and effectively. Kanungo and Menon, (2005) states that self-control procedures in resourcefulness indicate a set of cognitions about one's self which ultimately determines the processes of emotion, thinking and behaviour directed towards one's performance and organizational outcomes.

Employees who experience jobs fit within their work roles are cognitively engaged and are more likely to perform their jobs with enthusiasm and energy that results in higher individual cum organisational performance.

It is important to reiterate that cognitively engaged employees know what their employer's vision and strategies are, and what performance level is required of them to contribute to organizational performance.

According to (Khan, 1990), attention was drawn to the meaning that people attached to their work, theorizing that more knowledge encourages more creativity at work and confident decision-making. Encouraging this engagement enhances performance of the employees towards the attainment of organizational goals.

The Impact of Physical Engagement on Organisational Performance

Employees who are physically engaged devote their emotional and physical energy to their work. Physical engagement is often what we can see someone do. It is the physical manifestation of cognitive and emotional engagement combination.

Shuck and Reio, (2013) states that it is the most overt form of employee engagement process. It is often expressed in employee's behaviour and it can be understood as increased levels of effort directed towards organisational goals. Physical engagement can be described as the broadening of an employee's available resources displayed overtly.

Related to this is the "intention to turnover" identified as an organisational outcome associated with the degree of employee's engagement from a study by (Shuck et al, 2011). It is referred to as an employee's intention to engage in certain types of behaviour - employee's future behaviour. It is a powerful predictor of employee's future behaviour. From this context, it holds true that employee's effort in the context of engagement is linked to increased individual effort. Engagement occurs in one employee at a time and it is experienced uniquely through the lens of each employee. Employees who are physically engaged answer positively to questions such as "when I work, I really push myself beyond what is expected of me" and "I work harder than is expected to help my organisation to be successful (Shuck and Reio, 2013).

Macleod et al, (2012) noted that engagement is derived on how employees feel about their work experiences and whether they desire to put forth discretionary effort towards their work. Macleod stated that an engaged employee displays the following clear behaviour.

Belief in the organisation, which means "sharing the DNA" by demonstrating an extremely strong belief in the purpose, values, and work of the organisation (Adeleke et al, 2003); the desire to improve their work – this according to (Vance, 2000) is when an engaged employee is willing to put forth discretionary effort in his work in the form of time, brain power and energy above and beyond what is considered adequate; an understanding of the business strategy an organisation is aligned – this is when employees all have a commonality of purpose, a shared vision and an understanding of how their personal roles support the overall organisational strategy towards goals achievement (Shroeder Saulnier, 2014); the ability to collaborate with and assist colleagues, (Sorenson, 2014). Harter, (2013) corroborated Sorenson by saying that physically engaged employees know what is expected of them at work, feel connected to people they work with, and want to be there and feel part of something significant. They more likely want to be part of a solution and to be part of a bigger picture. All these have positive performance outcomes for teams and organisation; the willingness to demonstrate extra effort at work – this indicates an intention to acts that result in behavior. These efforts are linked to productivity and profit generation and is widely believed to be a behavioural outcome of physical engagement (Shuck et al, 2011); the drive to continually enhance employees' skills set and knowledge through training - this helps new and current employees acquire the knowledge and skills that may likely help them to be fully engaged in their work based on satisfaction from mastering new tasks (Vance, 2006). Physically engaged

employees are those who are able and willing to put forth discretionary efforts in order to enhance their performances and ensure that their organisation is successful.

According to (Wokocha), physical engaged workers are able to maintain a high activity level for a long period, with little rest and are "workaholics" in the extreme. It is necessary to emphasise that cognitive engagement relates to the extent to which employees expend their efforts, both physical and mental as they go about their jobs. Conversely, employees in (Khan, 1990), describe themselves as "flying around" during their work, and experiencing high levels of personal engagement during that time. Khan linked the ability of the employees to expend physical and mental energy at work with increased feelings of confidence and performance at work.

Impact of Emotional Engagement on Organisational Performance

Emotional engagement is based on the process of managing one's emotions while at work. Emotional engagement as identified by (Shuck and Reio, 2013) revolves around the investment of emotional resources within the influence of the employees. When employees are emotionally engaged with their work, they invest personal resources such as pride, trust and knowledge. The investment of such resources may seem trivial at first glance, but taking a closer look at the work outcome of proud employees, who fully trust their work environment, justifies such investments.

The positive emotions of pride and trust emanate from appraisals made about the environment during the previous stage (such as cognitive engagement - this work has meaning, it is safe for me here at work, and I have the resources to complete my tasks). Crabb, (2011), states that the driver managing emotions "relates to intrapersonal intelligence; the ability of self-awareness, acknowledgement and understanding of one's thoughts, feelings and emotions. He further says that an individual should be able to focus on the tasks that he is undertaking instead of being distracted by negative or trivial thoughts, if he is to develop the right mindset for engagement. The feelings of positive emotions momentarily broaden an employee's available resources and enhance critical and creative thinking process often displayed during moments of engagement. During the emotional engagement process, feelings and beliefs hold influence and direct outward energies toward task completion.

Employees who are emotionally engaged in their work answer positively to questions such as "I am proud to work here" and "I feel a strong sense of belonging and identify with my organization" (Shuck and Reio, 2013)

In the study conducted by Shuck et al, (2011) it follows that an employee who has job fit feels emotionally identified with the place of work and would be more likely engaged. This is termed as affective commitment, which is a sense of belonging and emotional connection with one's job, organisation or both (Shuck et al, 2011)

In Khan, (1990), conditions of engagement, emotive qualities such as meaningfulness and safety can stimulate employees to willingly engage in behaviour directed toward desired organisational outcomes, with emphasis on the emotional fulfilment employees experience as a result of being engaged.

According to Kular et al (2008) emotional drivers, such as one's relationship with one's manager and pride in one's work had four times greater impact on discretionary work effort than did the rational drivers, such as pay and benefits. This corroborates the elements of Herzberg's Two Factor theory that lays much emphasis on the motivators over the hygiene as major satisfiers that elicit higher level of engagement cum performance. The presence of these drivers in the organisation has profound implications for human resource management policies and practices, especially those at supervisory capacity.

People who are highly engaged place a high priority on work and are uncomfortable when they are having nothing to do (Wokocha)

Shuck et al, (2011) emphasized the need for emotional fulfilment as stated by (Khan, 1990), by saying that emotional fulfilment is an important component of being engaged in work and an indicative of an engaged employee. Such engagement engenders performance cum productivity of the organisation. Emphasis should be made that emotional engagement is based on the emotional attachment of the employees to their employers. A positive relationship will require the organization

to learn how to create a sense of belonging at work, encouraging employees to trust and buy into the values and mission of the organization. Khan, (1990) cited the likes of positive interpersonal relations, group dynamics and management styles as practices that would make people feel safe and trusted to engender performance.

What Khan did within his work was to relate three psychological conditions (feeling safe, meaningfulness and having the right energy and resources to the three dimensions of employee engagement (cognitive, physical and emotional). He was of the belief that engaging people across the three dimensions would help them feel secure in their roles, feel that their efforts were worth it, and believe that they would be supported in their physical and mental efforts. All these rub off on their performances and positively impact on organizational outcomes. In (Adeleke et al, 2003) emotionally engaged employees tend to go out of their way to drive growth. At the same time, emotional engagement is consistent across both the good and bad conditions; and these employees tend to have higher levels of satisfaction, wellbeing and work-life balance. In a nutshell, emotional engagement at work is highly impactful on both individual and organizational performance.

CONCLUSION

Every organisation desires high level of organisational performance and productivity. Various literatures confirm that engagement is a significant requirement that drives organisational performance. Engagement is generally described as a strong commitment to work with positive attitude and involvement in behaviour and practices that can lead to organisational performance.

Employee engagement is an ongoing organisational initiative that requires a long-term vision in business strategy to increase efficiency and retention rates. A company's most vital asset is its workers and this holds true when the workforce is productive. The characteristics of an organisation that has high level of employee engagement include high profitability, high number of retained and loyal customers, and high level of job satisfaction and low rates of staff turnover, with high levels of productivity amongst others. These are beneficial to the organisation and thus advantages of employee engagement. Employee engagement does not just occur but there are factors that drive higher levels of employees' engagement in the organisation. The study highlighted the desirability of the managers to effectively lead and motivate the workers to drive their engagement. The business needs of the 21st century demand increased innovation at the workplace and proper management of the workers to elicit engagement.

The write-up revealed the fact that any successful employee engagement programme takes care of three pillars of engagement that influence organisational performance, these pillars are considered as the engagement strategies. The study concluded that cognitive engagement strategy has positive influence on organisational performance because employees are focused and committed to their job. It also concluded that physical engagement strategy positively impact on organisational performance as the attitudes, behaviours and activities show that they are investing in the work. Similarly, emotional engagement strategy has positive effect on organisational performance as workers channel their feelings and emotions into their work.

Each of these facets of engagement has its own role to play in ensuring the workforce performs as expected or better. Nevertheless, creating and sustaining employee engagement is not an easy task and proves to be quite a challenge for many organizations. Hence, some managers lose focus in engaging employees and cost-cutting become the major agenda for the organisation.

However, every meaningful attempt to evaluate employee and workplace's problems, regardless of strategy, must consider what the employees need and find a common ground with business requirements, because engaged employees spend most of their resources at work as opposed to their family.

Finally, as long as employees feel that their workplace is taking care of them, they will stay strong, healthy, productive and creative and make more impacts on the organisation.

RECOMMENDATIONS:

The following recommendations are made based on the findings and conclusion, of the study.

- Business organisation should provide adequate medical and mental health services to workers as a healthy, active workforce is one that is productive and creative.
- Leadership in organizations should be transformational in eliciting adequate engagement as opposed to the authoritarian style of leadership.
- The top-down management and one-way communication practice of management that believes workers must be controlled to work should be discouraged.
- Appropriate motivational tools as shown by Herzberg's motivators and hygiene factors should be adopted by managers to enhance engagement.
- There is the need to establish control mechanisms that involve financial and non-financial factors in measuring performance for longevity of the organizations.

Contribution to Scholarship

This paper was built on relevant published and unpublished works discussing the impact of employee engagement strategies on organisational performance. It contributed to scholarship in providing a valuable collection of ideas that can be relevance to other reviewers, employers, private and public organisations, entrepreneurs, lecturers and students in understanding the concepts of employee engagement and organisational performance. The review into relevant literatures highlighted the significance of employee engagement to performance. The review theorises the crucial role of employee job motivation in enhancing organisational performance. It advances the scholarly understanding of employee engagement and job motivation as key antecedents to organisational performance. The review, finally, contributed to job motivation literature by showing how employee engagement, in terms of cognitive, physical and emotional strategies can be used to increase the level of organisational performance.

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