

Impact of Employee Job Engagement On Organizational Performance. A Case Of Insight Security Company Limited

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Abstract

The purpose of the study was to investigate the impact of employee job engagement on performance of Insight Security Company. A cross-sectional research design and targeted 5,000 employees of Insight Security Company with a sample size 370 respondents using simple random sampling technique was adopted.. Data was analyzed using Statistical Package for Social Sciences (SPSS v. 25) software. The study showed that, employee engagement strategies exhibited a positive and statistically significant relationship with organizational performance ($r=.573$; $p=.00$). In addition, employee job engagement depicted a statistically positive and significant relationship with organizational performance ($r=.540$, $p=.00$).The study recommended that organizations should implement a comprehensive employee recognition program that rewards employees for their contributions, achievements and outstanding performance and organizations should adopt a multifaceted approach to employee engagement, which should include various aspects of engagement, such as behavioral, cognitive, emotional, and social engagement as the basis of improving organizational performance.

Keywords: Job Engagement & Organizational Performance

1. Introduction

Firms in the contemporary competitive business landscape leverage a wide range of approaches in their quest to attain sustainable profitability in the market, key among them being utilization of modern technology to bolster both internal and external processes. The concept of job engagement continues to gain attention by researchers and policymakers given the enormous role it plays in organizations. As a motivational dimension, employee job engagement calls for organizational personnel who are passionate about their work, an enthusiastic workforce that demonstrates self-confidence and energy (Singh & Karki, 2015). Firms are able to attain a competitive advantage in levels by leveraging employee job engagement because this internal approach views employees as critical assets who alongside other resources in an organization's capability matrix are able to produce value to diverse stakeholders amidst environmental dynamism (Muller et al., 2018). Psychological availability and psychological safety as one of the consequences of job engagement among employees means that they are able to develop a higher sense of meaning with their work, thus culminating in the achievement of the desired goals in an organization (Rabiul et al., 2021). This, therefore, suggests that competitive organizations often have engaged employees who foster a culture of performance gained through dedication to set results. Organizational performance is recognized as a multifaceted construct and its assessment is of paramount importance in organizational leadership. Continual improvement of an organization is based on its ability to continuously evaluate its performance. However, organizations face the possibility of affecting their future performance if they prioritize financial achievements over broader strategic performance (Gazi et al., 2022). It is for this reason that corporations are utilizing the Balanced Score Card (BSC) approach as a detailed framework for measuring their performance. The BSC comprises of measures of learning and innovation performance, internal process performance, customer performance, and financial performance. It is against this backdrop that the present study delved into the relationship between the concepts of employee job engagement and organizational performance taking into account revenue and service quality as some of the proxies of measuring the latter.

1.2 Background of the Study

Organizational performance is a recurrent theme in many fields, such as finance, strategic management, human resource, sales and marketing, among others. Wernefelt (1984) is one of the earliest scholars to define organizational performance, as outlined within the purview of the resource based view (RBV) theory, as the effective use and deployment of resources owned by organizations. Measurement of performance takes the form of both economic and operational metrics of which competitive ability and customer satisfaction constitute the latter while return on investment (ROI) and profitability encompass the operational proxies of measuring the concept (Hamann & Schiemann, 2021). As the call to streamline and align organizational strategies towards a framework that supports performance continues to intensify, scholars (for example, Nazir & Islam, 2017; Vieira et al., 2017; Saks, 2019) have indicated that operational efficiency, higher productivity, and customer satisfaction are direct results that stem out of high employee engagement. Moreover, reduced turnover, low absenteeism, and profitability have been linked to employee engagement (Osborne & Hammoud, 2017). Engagement is an attendant concept in human resource management or organizational development that provides organizations with opportunities to ensure enhancement of employees sense of wellbeing coupled with their commitment to achievement of organizational values and goals (Shrestha, 2019). The alignment and intersection of employee job contribution and satisfaction are often necessary for the creation of an organizational environment that supports employee engagement (Muller et al., 2018). In this respect, the rationale of employee job engagement is to avoid employee disengagement, disenfranchisement, and burnout, while at the same time, promoting organizational performance. To elucidate on this, a consulting firm in Canada (cited in Narayanamma et al., 2022) established that engaged organizational workforce developed positive relations at work, were more productive, and had a tendency to put in more effort in carrying out their duties and responsibilities. A plethora of empirically driven research evidence shows that studies have been carried out on the nexus of employee job engagement and organizational performance. A study by Nazir and Islam (2017) found out that employee performance was positively predicted by employee engagement and organization support in India's education sector, Singh and Karki (2015) established that performance of healthcare organizations was significantly impacted by both job engagement and organizational commitment, while a study by Al-dalahmeh et al. (2018) revealed that dedication, absorption, and vigor as dimensions of employee engagement influenced the nature of performance of organizations. A study carried out in Nepal by Shrestha (2019) established that employee engagement and performance of organizations were positively and significantly correlated.

In continental Africa, a study undertaken in Nigeria by Adekoya et al. (2019) showed that individual wellbeing and employee job engagement were strong and significant predictors of performance of plastic manufacturing companies. Moletsane et al. (2019) linked employee productivity to employee engagement among firms in South Africa's sugar sector; on the other hand, a study undertaken in Kenya by Otieno et al. (2015) revealed that the performance of firms in the horticultural sector was influenced by employee job engagement. In South Sudan, Kenyi et al. (2020) found out that employee work engagement was positively determined by working environment, job demands, and job resources. Other studies in South Sudan have delved into the relationship between service delivery and employee training (Riak & Bill, 2022) and workers' job satisfaction amidst economic infrastructure destruction (Nyanga et al., 2019). Towards this end, it appears that the extant empirical studies have not systematically investigated the interplay between employee job engagement and organizational performance within the context of the South Sudan organizations, and in particular, those in the security sector or the fragmented research evidence points to possible little academic contribution to this area.

1.3 Problem Statement

Employee engagement is a strategic blueprint that organizations tap into as they aim to bolster their profits, foster good relationships with customers, enhance productivity, reduce staff turnover, and develop a better work culture (Saks, 2019; Nguyen & Pham, 2020). The concept of employee engagement gained popularity in the past and its importance continues to be instrumental in the modern workplace owing to the fact that perceptions of the workforce regarding an organization's values have an influence on performance (Tannady et al., 2019). This study is of the view that employee job engagement has an effect on performance of security firms, more particularly among those found in countries experiencing hostility or other forms of political instability. To illustrate this, previous reports indicate that there is low engagement of employees in South Sudan and this continues to cause abysmal performance among corporations in both the public and private sectors (Kenyi et al., 2020). In addition, scholars (for example, Barik & Kochar, 2017; Muller et al., 2018) have from time to time called on the necessity of delving into this construct given that it continues to influence performance of organizations. The Fragile States Index shows that South Sudan is one of the top countries undergoing politically instigated hostility, which has

generally led to devastation and made it difficult for the implementation of humanitarian interventions. Insight Security Company is one of the firms that provide security to a wide range of organizations and individuals, thus its personnel have a mandate to promote gathering, analysis, and dissemination of crucial information that can support relevant security arrangements in the country. In effect, this study takes a hypothetical ‘inside view’ that the employee job engagement by Insight Security Company potentially influences its performance with regards to addressing security challenges that South Sudan experiences. It is feasible that the reorganization of both private and public firms towards a system that reduces bureaucracy and addresses the plight of employee can lead to provision of satisfactory services (Shrestha, 2019). Measurement of employee job engagement has previously been carried out in different contexts and organizations and often favors internal process and financial performance appraisals, negating firms in the security sector and the extent to which this approach produces desired security outcomes, hence the purpose of this study. Accordingly, this study sought to determine the impact of employee job engagement on organizational performance with a specific focus on Insight Security Company that operates in South Sudan.

1.4 PURPOSE OF STUDY

To investigate the impact of employee job engagement and organizational performance, a case of Insight Security Company.

1.4.1 Specific Objectives

- To investigate the impact of employee job engagement on performance of Insight Security Company
- To assess the effect of employee engagement strategies on performance of Insight Security Company
- To explore the relationship between employee job engagement and performance of Insight Security Company

2. REVIEW OF LITERATURE

2.1 Organizational Performance

This study analyzes performance from a human resource standpoint where effective deployment of an organization’s intangible resources alongside capabilities is bound to culminate in desired goals. Whilst measurement of organizational performance occurs at the operational and economic levels, such as in terms of profits and customer satisfaction, it is worth noting that leaders and other personnel in corporations directly influence the direction of this concept. In other words, the ability of managers to build an environment that gets people to develop positive working interactions will ultimately lead to performance both in the short-term and long-term. Monitoring of budgetary processes and exercising effectiveness and efficiency can lead to performance (Elena-Iuliana & Maria, 2016). Many constructs influence performance of organizations as evidenced by existing research of which employee job engagement is one of the concepts that have an effect on organizational performance (Ahmed et al., 2020; Hamann & Schiemann, 2021; Rabiul et al., 2021). Fulfillment of the objectives of the organization through employee involvement as well as management determines the extent of organizational performance (Doval, 2020). This suggests that performance at the organizational level is the interplay of management and engagement of the staff towards the collective goals and objectives of companies. Knowledge accumulation and following the established procedures and plans act as a springboard for the achievement of the strategic goals developed by an organization. In addition, existing literature indicates that there are firms that focus on their products offerings while others put emphasis on the preferences and needs of their customers. The former involves continuous development of novel ideas followed by introducing them to the market in a quicker way (Shafiq et al., 2019). Customer focus as one of the proxies of measuring performance appertains to retention and satisfaction of customers through concentrating on their tastes (Park & Tran, 2018). Quality improvement, return on investment, improved productivity, efficiency, growth in sales, and internal processes efficiency comprise as outcomes that point to organizational performance (Doval, 2020).

2.2 Employee Job Engagement

Employee engagement refers to organizations’ personnel exhibiting attributes, such as absorption, dedication, and vigor, as well as possessing a higher degree of fulfillment and being positive towards their work (Shrestha, 2019). This is to suggest that employees have higher levels of determination in their work, devote concerted efforts in their duties and responsibilities, develop psychological capital in the form of mental resilience, and have higher energy congruent to the expectations of their organization. The concepts of organizational behavior, employee commitment, and job satisfaction

provided the foundation of employee engagement (Jain, 2016). Management literature within the purview of human resource espouses that employee engagement is a unique and useful construct within organizations in that any form of mismanagement results in diminished levels of engagement, thus leading to low productivity and performance (Sun & Bunchapattanasakda, 2019). Vermooten et al. (2019) indicate that the outcome of employee engagement is that it reduces substantially the turnover rate and provides opportunities for employees to become innovative, problem solvers, and creative in terms of business development. In this regard, it is probable to construct a proposition that possession of skills, like problem solving and innovativeness, can lead to firms' superior performance in the market. There are scholars (for example, Osborne & Hammoud, 2017; Saks, 2019; Nguyen & Pham, 2020) who have linked employee job engagement to many facets of organizational outcomes, such as productivity, shareholder return, financial performance, and retention. Some of these studies view engagement as a requisite characteristic among employees that makes them to be focused, integrated, connected, attentive, and absorbed (Singh, 2019).

2.3 Employee Engagement Strategies

Given that the contemporary business landscape is subject to persistent change, the deployment and utilization of employee engagement strategies is paramount because it empowers organizations to develop necessary strategies that foster competitiveness. To take stock and evaluate engagement and commitment, organizational managers analyze motivation triggers, feelings, and views of employees (Osborne & Hammoud, 2017). Many employee engagement strategies have been identified in the existing literature of which the most unique include career development, communication, leadership, organizational culture, and job design (ErajesvariePillay, 2018). Victor and Hoole (2017) indicate that motivation of employees should involve application of bonuses and incentives, including use of mentorship programs and trainings that identify the skill needs of the workforce for effective productivity. Engagement, retention, and trust among employees are best underscored through use of intrinsic and extrinsic rewards (Victor & Hoole, 2017). To foster a vastly engaged staff, Markos and Sridevi (2010) state that managers ought to offer recognition and support, assist people to develop and grow, inspire individuals to collaborate and work as a team, empower, and ensure strategy and efforts are in alignment. Creation of an environment where employees feel involved and of value to the organization helps to promote engagement. Under this end of the spectrum, it practical and meaningful for firms to involve their personnel in decision-making of which voicing of their thoughts becomes a matter of necessity (Hamann & Schiemann, 2021). Moreover, employers should focus on the wellbeing and the health of the employees coupled with providing them with support geared towards development of their careers.

2.4 Empirical Review

The concepts of employee job engagement and organizational performance have undergone extensive scholarly review and much of the extant literature appear to have, first, focused on them concurrently, secondly, discussed each of them independently and, thirdly, used them in a conceptual context where they are independent, moderating, mediating, and response variables, a pattern that is inconsistent with the current study. A recent study undertaken by Ahmed et al. (2020) on the link between engagement of employees and performance of organizations amidst the Covid-19 pandemic showed that performance, as measured through productivity, was significantly affected by employee engagement. The findings of the scientific work revealed that the contemporary workplace seem to have undergone some transformations effected by the pandemic where employees were increasingly working remotely. The implication of this is that organizations have to establish new systems of management, which will promote virtual employee engagement, thus indicating a possible human resource challenge. Shrestha (2019) explored the linkage between performance as an organizational outcome and employee engagement. The study was quantitative in nature and utilized a questionnaire as the tool to aid the gathering of data from the respondents. Based on the inferential statistics of the study, it was established that there was a positive association between the explanatory and response variables of the study, especially on the mediation of the diversity of the organization's workforce. In this respect, it is deducible that engagement is a function of performance that makes it possible for employees to develop social skills that are necessary for attainment of goals set by organizations. Using the balanced scorecard approach, Muller et al. (2018) investigated organizational performance as influenced by employee engagement. Learning and innovation, internal process, customer, and financial proxy measurements constituted the balanced scorecard approach. By utilizing a convenient sample and collecting quantitative data through a survey of 428 employees, the regression results of the research work espoused that the balanced scorecard measures and employee engagement were significantly associated. Overall, the research work emphasized on the need to consider other metrics of financial performance apart from the dominant financial measurement.

2.5 Theoretical Framework

The theories that anchor this study include, the Social Exchange theory and the Self-Determination.

2.5.1 Social Exchange Theory

The theory contends that people/entities get into relationships based on the belief that they will acquire or receive something in the process, and the dictates of the wholesome and quality of the relationship relies on the exchange being fair (Yin, 2018). The key tenets of the social exchange theory, as it relates to organizational behavior, center on the assumption that greater job satisfaction and engagement stem out of positive relationships, including the notion that mutual exchange of benefits defines individuals' relationships. Within the context of job engagement, the social exchange theory suggests that the perceptions of the organization's workforce as receiving fair treatment and getting colleagues' and supervisors'/managers' support drives them to be committed and engaged to their duties and responsibilities (Sulistiyani et al., 2022).

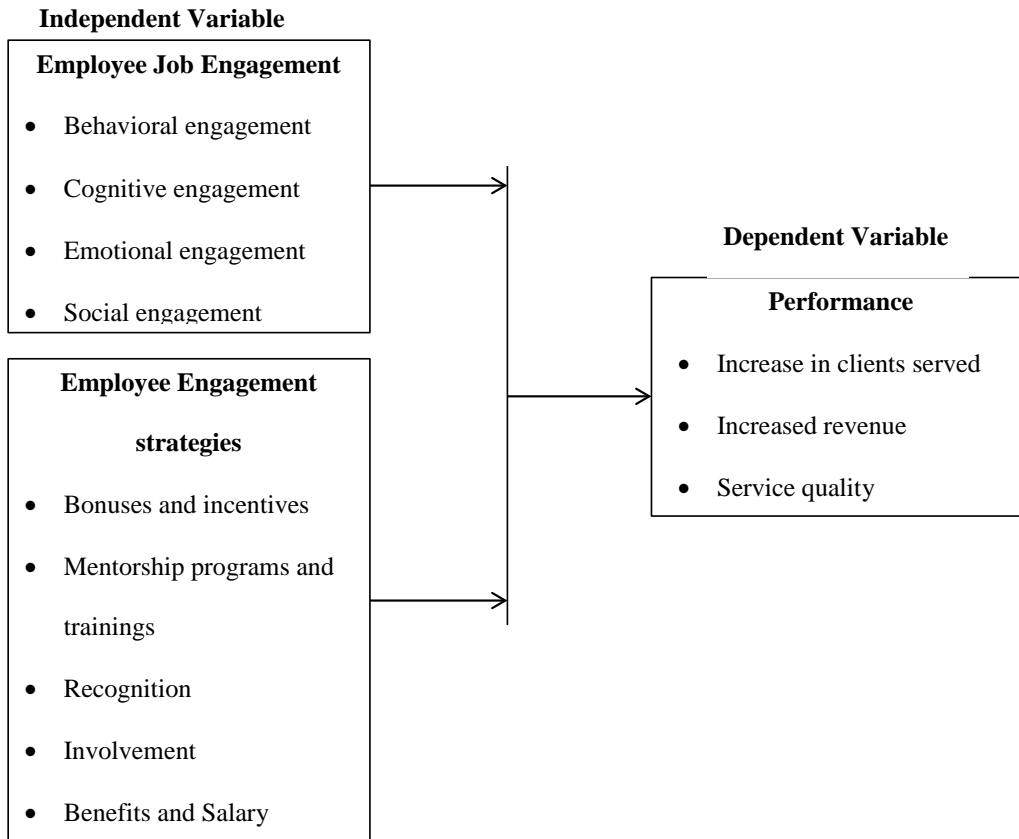
2.5.2 Self-Determination Theory

According to Deci and Ryan (1985), relatedness, competence, and autonomy, as the three psychological needs, when met, increase the well-being, engagement, and motivation of people. Relatedness denotes connection among personnel and the wider organization, competence revolves around effectiveness and capabilities in execution of work duties while autonomy refers to capacity to make own decisions and have control over work. The theory proposes that organizations, through their managers, can enhance the engagement and motivation of their workforce through creation of an enabling environment that promotes relatedness, competence, and autonomy (Deci et al., 2017). For instance, organizations can involve their personnel in processes of decision-making as well as provide them with skills development opportunities as a strategy of ensuring their psychological needs are satisfied.

2.6 Conceptual Framework

Figure 1

Conceptual Framework



3. METHODOLOGY OF STUDY

The study area for this research work was South Sudan, and in particular, the country’s capital, Juba, where the country head office of Insight Security Company is domiciled. Based on the official records, the company has been operational in South Sudan for 8 years and has approximately 5,000 employees who are responsible for collation and examination of information that emanates from different parts of the country, and subsequently distributing it to respective clients. In light of this, the study population for this research work was 5,000 employees comprising of the staff, top and middle management.. the study adopted across-sectional survey research design. The sample size of this study comprised of 370 employees of Insight Security Company. simple random sampling in the selection of the 370 respondents to take part in the study was used. As a probability sampling type, this technique encompasses random selection of population elements (Latpate et al., 2021). Data was collected using self-administered Questionnaire, drop-off and pick-up method (DOPU) as well as online platforms, and particularly the email, in the process of data collections. The questionnaire captured all the dimensions of the explanatory and response variables and its items were measured on a 5-point likert scale where the first section of the research tool highlighted demographic data, the second part covered information on employee job engagement whereas the third section gathered data on strategies of employee engagement. The last section collected information on organizational performance. Employees of Insight Security firm were the respondents to the study. The questionnaire designed to aid gathering of data underwent pretesting as an approach of ensuring that it generated reliable and valid data that could guarantee generalization of the findings to other firms in the similar sector. The process of pretesting informed the modification of some parts of the research instrument in circumstances where its language, wording, or contents were not inconsistent with the purpose of this study. A sample of 15 respondents took part in the pretesting of the questionnaire and data collected from them was not incorporated in the actual study, but rather it was used for the purpose of pretesting of the research tool only. Statistical Package for Social Sciences (SPSS v. 25) software for data cleaning and data analysis. The mean, frequency, percentage, and standard deviation were used to describe the data.

4. DATA PRESENTATION

4.1 Response Rate

The estimated sample size of the study was 370 employees of Insight Security Company out of which the researcher was able to collect data from 263 respondents who returned dully filled questionnaires after the conclusion of the data gathering process. This, therefore, suggests that the response rate from the questionnaires was 71.1% while the non-response rate was 28.9% (table 3). The response rate reported in this research work is within the acceptable threshold as supported by existing scientific literature, like that of Babbie (2004), who view a 70% response rate as excellent for both analysis and publication.

Table 1

Response Rate

Category	Frequency	Percent
Response	263	71.1
Non-Response	107	28.9
Total	370	100.0

4.2 Reliability Analysis

The reliability of the collected data to inform whether it could be subjected to analysis was determined using the Cronbach’s alpha whose value of 1 and 0 depict existence and lack of internal reliability respectively. Scientifically, the alpha coefficient of 0.70 and the onward values from this starting point to the higher of 1 indicate the sufficiency of the questionnaire to provide reliable data, thus allowing for the generalizability of the sample statistic to the whole population. The result of the study presented in table 4 shows that employee job engagement (0.783), employee engagement strategies (0.789), and performance (0.849) have met the acceptable level of internal validity with Cronbach’s alpha coefficient of greater than 0.70.

Table 2

Reliability Analysis

Item	N of Items	Alpha	Comment
Employee job engagement	8	0.783	Reliable
Employee engagement strategies	8	0.789	Reliable
Performance	6	0.849	Reliable

4.3 Demographic Data

The demographic data collected in this study included respondents’ age, gender, position held, duration worked, and level of education. Gathering of socio-demographic data of the respondents of a research work is necessary since it provides crucial insights into the patterns and relationships that might emerge between such demographic attributes and the specific scientific phenomenon under inquiry, such as the nexus of employee job engagement and organizational performance. Moreover, the data shows the characteristics of a study’s respondents and ensures representativeness of the organizational-wide employee population.

With regard to age, the finding of the study reveals that majority (41.8%; n=110) of the respondents were aged below 30 years while 39.2% (n=103) of them were in the age bracket of 30-39 years. The implication of this result is that a great number of employees who drive the performance of the security firm under study are in the age brackets of below 30 years through 39 years. In addition, the result of the study demonstrates that majority (n=186; 70.7%) of the employees were males whereas almost a third (n=77; 29.3%) were females. This result of the study is a sharp pointer to the inclusion of a less number of females in driving the performance of the organization, further accentuating the fact that males occupy majority of the top and middle level organizational positions of management as exhibited by the finding on the positions

held by employees of Insight Security Company. In fact, more than a half (57.8%) of the respondents held top managerial positions, about a third (31.2%) were middle level managers, whereas about a tenth (11.0%) belonged to the first level or support positions. On analysis of data on respondents’ working duration, the result of the study established that majority (n=116; 44.1%) of employees had been with the organization for 5-10 years, 39.2% (n=103) had worked for over 10 years whereas those who had rendered services for less than 5 years were 16.7%, 44 employees. The finding of the study shows that a greater number of employees had worked in the organization for a considerable length of time and, therefore, well versed with the drivers of performance coupled with their understanding of the concept of employee job engagement and the corresponding strategies, which foster performance. On the highest level of education attained, almost a half (47.9%) of the respondents were certificate holders, above a third (37.3%) had diplomas; while slightly above a tenth (12.2%) had obtained undergraduate degrees as their highest level of education. The result of the study on education level of the respondents seem to suggest that the employees of the firm under study have advanced autonomy, job skills, and knowledge, which are closely tied to higher job engagement levels. The result of the study further implies that the respondents are more likely to advance in their careers, which might ultimately translate into greater job engagement and satisfaction. The resultant effect of higher education level is that employees become innovative and productive, leading to profitability of organization. Table 5 provides a summary of the study results.

Table 3

Demographic Data

Demographic Data		f	%
Age	Below 30 years	110	41.8
	30-39 years	103	39.2
	40-49 years	38	14.4
	Above 50 years	12	4.6
	Total	263	100
Gender	Female	77	29.3
	Male	186	70.7
	Total	263	100
Position	First Level/Support	29	11.0
	Middle Management	82	31.2
	Top Management	152	57.8
	Total	263	100
Duration worked	Less than 5 years	44	16.7
	5-10 years	116	44.1
	Over 10 years	103	39.2
	Total	263	100
Level of education attained	PhD	0	0.0
	Post Graduate	7	2.7
	Undergraduate	32	12.2
	Diploma	98	37.3
	Certificate	126	47.9
	Total	263	100

4.4 Descriptive Statistics

The concepts of employee job engagements, strategies of employee engagement and performance have been analyzed by use of descriptive statistics, such the measures of central tendency and variability. In particular, the descriptive statistics used in this research work include the percent, mean, and standard deviation. Utilization of these statistics aided in the

communication of the important insights that emerged from the analyzed data. The three concepts, making up the explanatory and response variables, have been summarized in the subsections below.

4.4.1 Employee Job Engagement

The first objective of the study was to investigate the impact of employee job engagement on performance of Insight Security Company. This objective of the study was analyzed using descriptive statistics since it involved measurement of the extent of employee job engagement across the spectrum of organizational performance. To achieve this objective, respondents to the study were provided with a wide range of statements describing employee job engagement and were expected to state the extent to which they either agreed or disagreed with them. The various dimensions of employee job engagement were rated on a 5-point scale. Based on the outcome of the study, 67.3% (12.5%+54.8%) of the respondents agreed that they were passionate, enthusiastic, self-driven and confident about their work, three-quarters (75.3%; 20.5%+54.8) stated that they viewed themselves as assets and were able to produce necessary value to the organization, while 75.3% (19.8%+55.5%) agreed that they had developed a higher sense of meaning to their work. All the aforesaid statements were supported by mean value of 3.92, 4.10, and 4.06 respectively. The standard deviation value of more than 1 evinces that despite the values of the mean, there were variations in the views of the respondents. Besides, the results of the study indicate that majority (68.9%; 16%+52.9%) of the respondents opined that their organization’s work environment provided a strong desire for fulfillment of goals and missions. Moreover, there are those respondents who stated that they were focused, attentive, absorbed, and connected with their work as supported by 71.5% of them and a mean of 3.80. The overall mean of 3.84 for all the statements within the context of employee job engagement suggest that most of the respondents were in agreement with the various aspects under this dimension. Nevertheless, the standard deviation value of equal to 1.36 is a pointer to variability of the responses from the mean, which typically exemplifies variations in the views of the respondents. The table 6 below summarizes the descriptive analysis of employee job engagement.

Table 4
Employee Job Engagement

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D
I am passionate, enthusiastic, self-driven and confident about my work	7.6%	14.8%	10.3%	12.5%	54.8%	3.92	1.39
I view myself as an asset and able to produce necessary value to the organization	2.7%	14.8%	7.2%	20.5%	54.8%	4.10	1.20
I have developed a higher sense of meaning with my work	5.3%	13.7%	5.7%	19.8%	55.5%	4.06	1.28
People in my work group have developed positive relations, are more productive, put in more effort in carrying out their duties and responsibilities	3.0%	28.1%	3.8%	21.7%	43.3%	3.74	1.35

My organization’s work environment provides a strong desire for fulfillment of goals and missions	7.2%	17.9%	6.1%	16.0%	52.9%	3.89	1.40
I am interested with the future of my organization and its business sustainability	4.9%	27.4%	9.5%	13.3%	44.9%	3.66	1.40
I am focused, attentive, absorbed, and connected with my work	14.8%	8.0%	5.7%	25.1%	46.4%	3.80	1.46
The organization’s leadership demonstrates respect, values, fairness, and trust to the employees	7.6%	27.4%	6.8%	19.4%	38.8%	3.54	1.43
Average						3.84	1.36

4.4.2 Employee Engagement Strategies

The second objective of the study was to assess the effect of employee engagement strategies on performance of Insight Security Company. Whilst the objective of the study has been addressed under the section on inferential statistics using simple linear regression, it is imperative to describe its dimensions using descriptive statistics, which include percent, mean, and standard deviation. To achieve this objective, respondents to the study were provided with many statements describing employee engagement strategies and were required to state the extent to which they either agreed or disagreed with each of them as rated on a 5-point scale. The findings of the study indicate that 63.9% (17.1%+46.8%; M=3.79) of the respondents agreed that their work environment made them feel involved and of value to the organization, majority (67.7%; 13.3%+54.4%; M=3.96) posited that they were involved in decision-making and voiced their ideas and opinions in the workplace whereas 82.5% (16.7%+65.8%; M=4.37) of the study respondents agreed that their organization focused on the wellbeing and health of the employees. Similarly, respondents of the study agreed that their organization provided necessary support geared towards development of their careers (64.2%; 12.5%+51.7%; M= 3.75) as well as being comfortable with their benefits and salary (69.6%; 18.3%+51.3%; M=3.89). The standard deviation values in each of the statements are above 1, indicating that, notwithstanding the high mean values, there was high dispersion of the responses from the mean.

The computed overall mean and standard deviation values of 3.75 and 1.37 respectively are a sharp indicator to the fact that majority of the respondents agreed with statements relating to the employee engagement strategies when rated on a 5-point scale despite there being variations in the responses generated from them. The summary of the results from is collated in table 7 below showing the percent, mean, and standard deviation of each of the statements under strategies of employee engagement.

Table 5

Employee Engagement Strategies

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D
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My organization offers bonuses and incentives for the job well done	7.6%	38.0%	2.7%	13.7%	38.0%	3.37	1.49
There are mentorship programs and trainings in my organization that identify the skill needs of the workforce	12.5%	24.0%	4.6%	20.5%	38.4%	3.48	1.50
The organization offers recognition and support, assists people to develop and grow, inspire individuals to collaborate and work as a team	9.9%	26.6%	8.0%	22.1%	33.5%	3.43	1.43
My work environment makes me feel involved and of value to the organization	4.9%	22.1%	9.1%	17.1%	46.8%	3.79	1.36
I am involved in decision-making and can voice my ideas and opinions in the workplace	3.0%	19.8%	9.5%	13.3%	54.4%	3.96	1.30
The organization focuses on the wellbeing and health of the employees	2.7%	6.1%	8.7%	16.7%	65.8%	4.37	1.05
My organization provides necessary support geared towards development of our careers	6.5%	28.1%	1.1%	12.5%	51.7%	3.74	1.48
I am comfortable with my benefits and salary	5.3%	21.3%	3.8%	18.3%	51.3%	3.89	1.37
Average						3.75	1.37

4.4.3 Performance

The intersection between employee job engagement and organizational performance has been executed using simple linear regression in section 4.5 below. To gather data on the performance of Insight Security Company, respondents to this study were given statements describing performance of their organization and were asked to rate each of them on a 5-point likert scale (Appendix I). According to the results of the study indicated in table 8, majority (67.3%; 12.2%+55.1%; M=3.85) of the respondents agreed that their organization had increased its revenue, above a half (59.3%; 12.2%+47.1%; M=3.63) opined that their organization had increased the number of clients it served, while 63.9% (14.1%+49.8%; M=3.73) stated that the quality of services provided by the security organization met the preferences and expectations of the customers. Moreover, analysis of the data collected under this subsection revealed that 58.9% (11.8%+47.1%; M=3.60) of the respondents agreed that their organization delivers services to customers in a quicker manner whereas 62.4% (13.7%+48.7%; M=3.77) acknowledged that their organization attended to the needs of the customers and offered them prompt services. The computed overall mean of 3.67 implies that majority of the respondents agreed with statements

describing performance of their organization. However, the standard deviation value of 1.47 indicates variations in the respondents’ views. Table 8 below collates the descriptive statistics results of the study.

Table 6

Performance

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D
My organization has increased the number of clients it serves	12.2%	13.3%	7.2%	12.2%	55.1%	3.85	1.50
My organization has increased its revenue	8.4%	26.2%	6.1%	12.2%	47.1%	3.6350	1.49
The quality of services provided by my organization meets the preferences and expectations of the customers	12.2%	16.0%	8.0%	14.1%	49.8%	3.73	1.50
My organization delivers services to customers in a quicker manner	9.1%	27.0%	4.9%	11.8%	47.1%	3.60	1.51
My organization has developed services that are constantly in demand	8.7%	28.1%	11.4%	17.1%	34.6%	3.41	1.42
My organization attends to the needs of the customers and offers them prompt services	4.9%	24.0%	8.7%	13.7%	48.7%	3.77	1.39
Average						3.67	1.47

4.5 Inferential Statistics

Inferential statistics were utilized in the assessment of the impact of employee job engagement on organizational performance. The findings of the correlation and simple linear regression analysis were used to establish the effect of employee engagement strategies on organizational performance as well as in the determination of the relationship between employee job engagement and performance of Insight Security Company. A regression model was fitted to the generated data on the respective explanatory and outcome variables of the study. The analysis of the second and third objectives of the study has been done in the subsections below.

4.5.1 Effect of Employee Engagement Strategies on Performance

The second objective of the study was to assess the effect of employee engagement strategies on performance of Insight Security Company. To achieve this objective, a regression model was fitted to the data on employee engagement strategies and organizational performance. Statistics contained in the regression model fit in table 9 indicate that employee

engagement strategies led to 20.5% ($R^2=.205$) variations in organizational performance, thus 79.5% of changes in the dependent variable were due to factors outside the scope of this study.

Table 7

Model Fit

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.453	.205	.202	.99076

The ANOVA statistics shown in table 10 indicate that the prediction model on the effect of employee engagement strategies on organizational performance is statistically significant based on the probability value, commonly known as p-value, being less than .05 ($p=.00<.05$). The statistical significance of the model is further reinforced by the the *F*-statistics equal to 67.230.

Table 8

ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	65.994	1	65.994	67.230	.000
Residual	256.200	261	.982		
Total	322.194	262			

Table 11 presents the regression coefficients of the predictor and explained variable, which espouse that employee engagement strategies showed a positive and statistically significant relationship with organizational performance ($r=.573$, $p=.00$). In summary, this result suggests that a change in employee engagement strategies by one unit will cause 0.573 unit increment in organizational performance.

Table 9

Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.518	.269		5.641	.000
Employee Engagement strategies	.573	.070	.453	8.199	.000

4.5.1 Relationship between Employee Job Engagement and Performance

The third objective of the study was to explore the relationship between employee job engagement and performance of Insight Security Company. To address the requirements of this objective, a regression model was fitted to the data on employee job engagement and organizational performance as the predictor and response variable respectively. The model fit statistics indicated in table 12 points out that employee job engagement caused 44.4% ($R^2=.444$). In this regard, 55.6% of the variation in the response variable was caused by factors not incorporated into the current study.

Table 10

Model Fit

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.667	.444	.442	.82820

Based on the ANOVA statistics presented in table 13, the model utilized in the prediction of the relationship between employee job engagement and organizational performance is statistically significant as evidenced by the p-value equal to .000 ($p < .05$). The implication of the prediction model is that the predictor variable of the model significantly contributes to the variance in the response variable of the study, thus employee job engagement significantly explained the variance organizational performance.

Table 11

ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	143.170	1	143.170	208.729	.000
Residual	179.024	261	.686		
Total	322.194	262			

Table 14 below provides the regression coefficients of the simple linear regression model with employee job engagement being the independent variable, predicting the response variable, organizational performance. The coefficients represent the variation in the outcome variable associated with a one-unit increase in the corresponding explained variable. The results of the study show that the coefficient for employee job engagement is 0.540; indicating that a one-unit increase in employee job engagement will cause 0.540 changes in organizational performance. The regression coefficient is statistically significant ($p = .00 < .05$), suggesting that employee job engagement is a significant predictor of organizational performance.

Table 12

Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.569	.154		10.187	.000
Job Engagement	.540	.037	.667	14.447	.000

5. INTERPRETATION OF FINDINGS

5.1 Employee Engagement Strategies and Organizational Performance

The overall results of the study revealed that employee engagement strategies exhibited a positive and statistically significant relationship with organizational performance as shown by the significant coefficient of 0.573 and p-value of .00 ($p < .05$). The probability value of less than 0.05 implies that the application of diverse employee engagement strategies positively leads to higher organizational performance. Strategies, such as bonuses and incentives, mentorship programs and trainings, recognition, involvement, and benefits and salary, showed a statistically positive and significant correlation with the identified indicators/metrics of measuring organizational performance ($r = .453$). The metrics applied in the measurement of organizational performance included clients served, revenue, and service quality, which as it has been shown, were influenced by employee engagement strategies. The findings of the study herein are consistent with those found in the existing literature where the concept of employee engagement strategies has been illuminated and its relationship with organizational performance expanded. For instance, ErajesvariePillay (2018) established that career development,

communication, leadership, organizational culture, and job design, were the essential strategies deployed by organizations to bolster both the productivity of individual employee and organizational performance. Moreover, Markos and Sridevi (2010) argued that it was important for managers to offer recognition and support, assist people to develop and grow, inspire individuals to collaborate and work as a team, empower, and ensure strategy and efforts are in alignment. There is demonstrable evidence from other studies that organizations can improve employee engagement by creating a positive work environment, providing opportunities for growth and development, giving employees a voice, recognizing and rewarding them. Alfes et al. (2010) found that employee engagement is an important factor in organizational performance where the study identified three main dimensions of employee engagement, which included emotional, cognitive, and proactive dimensions. Employee engagement is a key component of business success as it leads to increased productivity, innovation and customer satisfaction (Macey & Schneider, 2008). Organizations that prioritize employee engagement strategies recognize that engaged employees can have a significant impact on productivity, innovation and overall success. Fostering an environment in which employees feel valued, empowered, and connected to the company's mission and goals enables organizations to create motivated, engaged, and willing to go the extra mile.

5.2 Employee Job Engagement and Organizational Performance

The overall results from the study revealed that employee job engagement had a statistically positive and significant relationship with organizational performance ($r=.540, p=.00$). The p-value of less than .05 ($p<.05$) points to sufficiency of statistical evidence to conclude that employee job engagement positively drives organizational performance of Insight Security Company, and the relationship between these predictor and outcome variables is not because of chance. Employee job engagement has moderate correlation with organizational performance as represented by the correlation coefficient value of 0.667. Even though this level of correlation does not imply causality on the former, it exemplifies the fact that as the level of employee engagement increases, performance improves across organizations. From the different methods of employee job engagement, behavioral engagement, cognitive engagement, emotional engagement, and social engagement were critical enablers for organizational performance. The result of the study suggest that organizational performance, through the influence of employee job engagement, can be attained by means of engaging the workforce emotionally, behaviorally, socially, and cognitively, among others. Employee engagement in the workplace is a complex and multifaceted construct that is defined in many ways. However, there is general consensus that it denotes how well employees are psychologically and emotionally connected to their work and organization (Shrestha, 2019). Engaged employees are more productive, creative, innovative, and less likely to quit their jobs. The findings of this study seem to converge and agree with other empirical studies carried out within the context of employee job engagement and organizational performance. A study by Ahmed et al. (2020) on the nexus of engagement of employees and performance of organizations amidst the Covid-19 pandemic showed that performance, as measured through productivity, was significantly affected by employee engagement. Moreover, Moletsane et al. (2019) delved into the interplay between productivity and employee engagement in the sugar sector and established that the productivity of the workforce was predicted by their commitment, leadership of the organization, communication, working environment, and personal feelings. Shrestha (2019) found out a positive association between employee job engagement and organizational performance of the study, especially on the mediation of the diversity of the organization's workforce.

6. CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

6.1.1 Employee Job Engagement

The first objective of the study was to investigate the impact of employee job engagement on performance of Insight Security Company. Based on the results of this research work, majority of the respondents (67.3%) expressed passion, enthusiasm, initiative and confidence in their work whereas three-quarters (75.3%) stated it would be an asset to their organization. Moreover, a similar percentage (75.3%) reported a greater sense of purpose in their work. It was stated by a majority of respondents that their work environment fostered a strong desire to achieve their goals, while 71.5% acknowledged that they were focused, alert, and enthusiastic about their work. In effect, there is satisfactory evidence from the research findings that respondents were predominantly positive toward work-related attitudes, self-perception, and commitment, with some individual variations. Accordingly, the study concluded that employees' positive attitude toward work-related aspects such as passion, self-awareness, fulfillment, and focus, including supportive work environment, promoted goal achievement in organizations.

6.1.2 Employee Engagement Strategies

The second objective of the study was to assess the effect of employee engagement strategies on performance of Insight Security Company. Based on the results of this research work, it was concluded that organizational performance of Insight Security Company was positively and statistically influenced by employee job engagement as reflected in the level of both the dimensions and strategies of employee engagement. According to the findings of the study, employee engagement strategies exhibited a positive and statistically significant relationship with organizational performance ($r=.573$; $p=.00$). In effect, this research work concluded that utilization of diverse employee engagement strategies would cause an increase in organizational performance by one unit. To this end, through training programs, mentoring and performance-based rewards, organizations have opportunities for skill development, growth and recognition, promoting a sense of personal and professional growth among its personnel.

6.1.3 Relationship between Job Engagement and Performance

The third objective of the study was to explore the relationship between employee job engagement and performance of Insight Security Company. With regard to the overall relationship between the two variables of the study, the study results showed that employee job engagement depicted a statistically positive and significant relationship with organizational performance ($r=.540$, $p=.00$). In light of this result, there is sufficient evidence to demonstrate that performance of Insight Security Company was positively influenced through employee job engagement. Accordingly, the study concluded that employee job engagement would lead to an increase in organizational performance by one unit. There is overwhelming empirical evidence backed by existing theoretical foundations that when employees feel involved, valued, and connected in their work, they are more likely to be motivated, productive, and committed to achieving organizational goals.

6.2 Recommendations

Based on the findings of this scientific inquiry, the following recommendations were made;

- Organizations should implement a comprehensive employee recognition program that rewards employees for their contributions, achievements and outstanding performance. The program should seek to include both financial and non-monetary incentives as a means of fostering a culture of appreciation, motivation and engagement, leading to improved organizational performance. It is important to regularly evaluate the effectiveness of the program and its alignment with the organization's values and goals.
- Based on the analytical outcome of this study, it is recommended that organizations should aspire to adopt a multifaceted approach to employee engagement in the workplace as the basis of improving organizational performance. The approach should include various aspects of engagement, such as behavioral, cognitive, emotional, and social engagement.
- Organizations, and in particular those in the security sector, should prioritize efforts to promote a positive work culture, provide skills development opportunities, foster collaboration and recognition, and clearly align individual roles with organizational goals. Adoption of a holistic approach to employee engagement allows organizations to create an environment in which employees are actively engaged, connected and empowered, ultimately leading to improved performance.

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