

Employee Engagement and Organizational Productivity: Theoretical Perspective

Faith Prosper¹, Amah, Edwinah (PhD)², Okocha, Belemenanya Friday (PhD)³

¹Doctoral Candidate, Ignatius Ajuru University of Education, Nigeria

²Professor of Entrepreneurship & Management, University of Port Harcourt, Nigeria

³Researcher, University of Port Harcourt, Nigeria

Abstract: The objective of the study was to critically examine the significance of employee engagement on organizational productivity. Businesses are confronted with a variety of challenges ranging from low productivity, low profitability, low market share, poor service delivery, and employees' intention to leave the organizations. These problems have manifested to job dissatisfaction, an absence of responsibility and communication between organizational levels. The study concluded that job satisfaction, employee commitment and feedback have positive relationships with organizational productivity. The study recommended that management should enrich the job, and employee autonomy so that employees could be motivated and satisfied with their jobs which will enhance productivity and a great place to work, train and develop the employees so that they feel an obligation to pay back with more work efforts. There should be organizational climate and culture that foster job security and other long-term benefits so that employees will have the intention to stay which will enhance productivity, profitability, market share, and customer service delivery. Management should foster effective communication, and management/employees relationship, hence employee feedback would enhance job productivity.

Keywords: Employee engagement; job satisfaction; employee commitment; feedback; job characteristics, and organizational productivity.

I. INTRODUCTION

Many big associations and partnerships have improved their efficiencies by utilizing modern technologies, skilled labor, best practices, and education. However, growing cycle times, excessive wastes, increased rework, budget overruns, pressure of producing products because of missed deadlines, and increases in defective products all contribute to lowered productivity, which affects the financial productivity of an association. The staying power of a corporation is a function of proactive employee engagement, with a direct bearing on the financial productivity within the company (Bersin, 2014). Improved staff productivity, on the other hand, has a favourable influence on the financial productivity of the business.

Employee effort and engagement determine organizational productivity. The endeavours of their workers have an impact on how organizational leaders reach financial goals (Musgrove, Ellinger, & Ellinger, 2014). Because interpersonal

behaviors have an impact on productivity, business executives have started to follow how different relational ways of behaving impact efficiency (Hausknecht & Holwerda, 2013).

Detrimental interpersonal behaviours that diminish employee engagement could have a negative impact on productivity. According to Bersin (2014), just 13% of workers overall are completely drawn in working. Besides, two times as many are disengaged to the point where their negative behaviour spreads to other colleagues (Bersin, 2014).

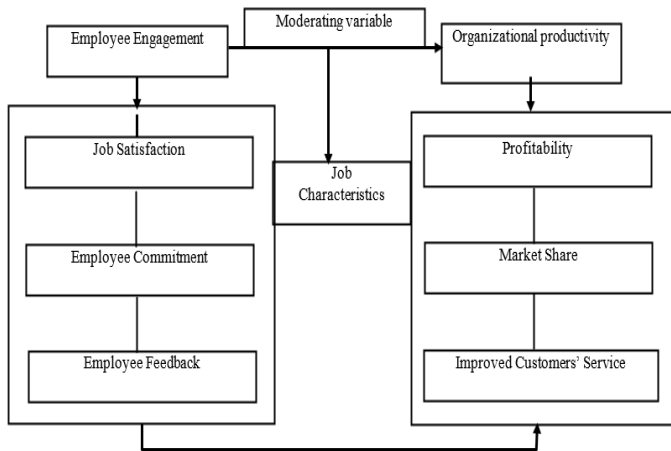
Employees are considered as an important resource in any organization. There has been an upsurge in the worldwide talent battle, and each firm must ensure that, in addition to attracting the greatest personnel, they can keep these brilliant employees.

Employee productivity is influenced by their view of the perks provided by the company, according to researchers (Wright & McMahan, 2011 cited in Bakar, 2013). Employees will be focused on organizational goals if they are optimistic perception of fairness at workplace. Along these lines, the review is intended to add to knowledge on employee engagement and organizational productivity.

Statement of the Problem

Low productivity, low profitability, and employee desire to leave the association are all issues that businesses encounter. Job unhappiness, an absence of responsibility, and an absence of feedback between organizational tiers are all symptoms of these issues. Employees who are not fully identified and involved in their activities are not driven for job satisfaction, which is one of the reasons for the problem of low organizational productivity. There is no conducive work environment to foster affective, normative and continuance commitment of the employees at workplace. And effective mechanism that allows for free flow of information on work activities. Accordingly, the goal of the research was to see if worker engagement affects organizational productivity.

Conceptual Framework



Source: Researcher (2021)

Conceptual framework showing the independent variable employee engagement with its dimensions as job satisfaction, employee commitment and employee feedback, with moderating variable as job characteristics. Also, the dependent variable organizational productivity.

Aim and Objectives

The aim of the study is to examine the relationship between employee engagement and organizational productivity. The specific objectives are to:

1. Ascertain the connection between work fulfillment and organizational productivity.
2. Ascertain the connection between employee commitment and organizational productivity.
3. Ascertain the connection between worker feedback and organizational productivity.
4. Ascertain the moderating influence of job characteristics on employee engagement and organizational productivity.

Theoretical Background

This study relates Employee Engagement concept to Job Demand Model.

The Job Demand Resources Model

Schaufeli, (2013), notes that many researches on work engagement have used the Job-Demand Resources Model (JD-R Model) as an explanatory framework. This model was established by Schaufeli (2013).

The JD-R Model assumes that work engagement results from inherently motivating nature of resources, whereby two types of resources are distinguished; Job resources, which are defined as those aspects of the job that are functional in achieving work goals, minimize workplace expectations or promote personal development (e.g., productivity feedback, job control, and social support from colleagues) , personal resources , which are defined as those aspects of the self that

are associated with resiliency and that refer to being able to control and impacts one's environment successfully (e.g., self-efficacy ,optimism, and emotional stability). According to the JD-R Model, resources energize employees, encourage their persistence, and make them focus on their efforts. That is resources foster engagement in terms of vigor (energy), dedication (Persistence), and absorption (focus) (Schaufeli, 2013).

JD-R Model also assumes that in its turn engagement results to positive outcomes such as job productivity JD-R Model, posit that work engagement mediates the link between personal and professional resources on the one hand and positive outcomes on the other (Schaufeli, 2013).

JD-R Model also postulates that when the resources are poor this may result in burnout. As a result, firms must guarantee that employees have access to essential tools in order to avoid burnout. According to this model strenuous job demand would also lead to burn out. The JD-R model also shows that job demands might increase work engagement. However, according to Schaufeli (2013), this is only true for job demands that can encourage mastery, personal growth, learning, and goal attainment.

Employee Engagement

Employees are considered as an important resource in any organization. There has been an upsurge in the worldwide ability fight, and each firm must ensure that, in addition to attracting the greatest personnel, they can keep these brilliant employees. Retaining personnel in an association, then again, is insufficient since even if you have the top talent, your employees may not be enthusiastic about their work. Pandita and Bedarkar (2014) takes note of that perhaps the hardest test confronting Chief Executive officers, Human Resource specialists, and business heads of numerous associations is to guarantee that when their workers report to work consistently; they do it genuinely, as in addition, psychologically and emotionally. This means that businesses must guarantee that their workers are engaged in order for them to contribute positively to the achievement of the company's objectives.

Employee engagement is defined by Kahn (1990), the founder of the employee engagement movement, as "the outfitting of an organization's members to their work assignments; in commitment, individuals are utilized and put themselves out there genuinely, intellectually, and emotionally throughout role performances" (Khan, 1990: 694). When executing organizational duties, Kahn argues that a worker must be present both physically and psychologically.

Men and Stacks (2013) quote Meere (2005) who specifies three degrees of commitment: a) Engaged workers who work with enthusiasm and feel a strong sense of belonging to their company. They inspire innovation and propel the company ahead. b) Disengaged-employees who are miserable working and act out their dissatisfaction at work; c) Not engaged-

employees who attend and participate at work but are time serving and put no passion or energy into their work. According to him, these personnel consistently undermine the efforts of their engaged coworkers. As a result, it's critical for a company to monitor its employees' levels of involvement so that it may intervene as needed to increase morale and productivity.

Maslach, Schaufeli, and Leiter (2001) proposed that worker commitment is the polar opposite of burnout in a later conception of employee engagement. Burnout is marked by a lack of energy and emotional disengagement, whereas engagement is marked by enthusiasm, dedication, and absorption. Employee engagement is linked to the concept of job satisfaction, although it is distinct from it. It's linked to zeal and dedication to the job's and organization's success. Employees that are fully engaged go above and beyond the job requirements, putting in extra effort to help the company thrive; they are less stressed, have fewer health problems, and are happier in their personal life (Gallup, 2006 cited in Aon Hewitt, 2011).

Further, Marcey & Scheineider (2008) developed a conceptualization of employee engagement composed of three categories of engagement; traits engagement (positive view of life and work), state engagement (feeling of energy and absorption) and behavioural engagement (extra role behaviour). Khan (1990) proposed a model of complete engagement that mirrors these three forms of encounters. Ferrer (2010) has made a three-dimensional model of engagement: emotional, cognitive, and outcomes. In this model, emotional and cognitive dimensions work together to produce individual engagement outcomes. These three parameters correspond to Marcey and Scheineder's (2008) three employee engagement categories.

Despite the way that there is a correlation between employee engagement and business productivity, research has revealed that only a small percentage of employees are genuinely involved in most organizations. Gallup conducted a survey on levels of participation in various parts of the world, revealing an alarming picture of low levels of engagement in many countries. Gallup (2004) found that only 12 percent of Thai employees were engaged, compared to 82 percent who were actively disengaged and 6 percent who were disengaged. Similar Gallup investigations in Australia, China, Japan, New Zealand, and Singapore revealed involvement levels of 18 percent, 12 percent, 9 percent, 7 percent, and 9 percent, respectively (as cited in Kular et.al 2007). As indicated by a recent study by a multinational consulting organization, four employees out of every ten are not locked in (AON Hewitt Report, 2012).

These figures demonstrate the necessity for companies to dedicate a great deal of attention to employee engagement, as increasing employee engagement levels can provide a company a competitive advantage over its competitors. To

boost employee engagement levels, it is vital to identify the primary drivers of employee engagement and implement necessary actions.

Employees and businesses benefit from work engagement since engaged employees are probably going to be more productive (Demerouti & Cropanzano, 2010). Better productivity among engaged workers, in comparison to non-engaged workers, is accounted by engaged employees' positive emotions, such as happiness, joy, and enthusiasm (Bakker & Demerouti, 2008). Positive emotions such as joy, interest, and contentment, according to the "broaden-and-build theory" (Fredrickson, 2001), have the ability to broaden people's momentary thought-action repertoires and build their personal resources (physical, intellectual, social, and psychological resources) by expanding the range of thoughts and actions that come to mind. Joy expands resources by instilling a desire to play and be creative. Interest fuels a drive to learn more about the world, absorb new information, and expand one's horizons. Employees who are engaged are more likely to feel happy (Schaufeli & Van Rhenen, 2006). People who are happy at work are more open to new opportunities, more outgoing and helpful to others, and more confident and optimistic (Cropanzano & Wright, 2001). Bakker and Bal (2010), for example, found that engaged instructors earned higher ratings on in-role productivity from their supervisors, showing that involved employees perform well and are willing to go the extra mile. Salanova et al. (2005) conducted a study with 342 employees working in Spanish restaurants and hotels, in which 1140 customers evaluated employees' productivity and reported their own customer loyalty, and 342 employees provided information about organizational resources, engagement, and service climate. As per the discoveries, organizational assets and staff engagement influenced service atmosphere, which in turn predicted employee productivity and customer loyalty. Furthermore, a journal study directed by Xanthopoulou et al., (2009) among workers working in a Greek drive-thru eatery found that day-levels of work commitment were prescient of day to day monetary returns.

Dimensions of Employee Engagement

This research effort identifies three dimensions of employee engagement thus: job satisfaction, employee commitment, and employee feedback.

Job Satisfaction:

The degree of satisfaction that a worker experiences at work has a significant impact on their behavior and dedication. According to meta-analyses (Iaffaldano & Muchinsky, 1985 referenced in Bakar, 2013), employees who like their professions work harder and stay with their companies longer than those who do not. Job satisfaction and work-life satisfaction are critical as far as organizational outcomes. A worker's sense of accomplishment and success on the job is

alluded to as job satisfaction. It is often believed to be intimately related to both productivity and personal well-being. Job satisfaction entails performing work that one enjoys, doing it well, and getting compensated for it. Job satisfaction also refers to a person's enthusiasm for and enjoyment of their profession. Job satisfaction is a vital factor in achieving recognition, salary, promotion, and other objectives that lead to a feeling of fulfillment (Kaliski, 2007 cited in Bersin, 2014). Employment satisfaction can also be defined as a worker's contentment with the benefits he or she receives from his or her job, particularly in terms of intrinsic drive.

The word "job satisfaction" relates to people's attitudes and sentiments toward their jobs. Job satisfaction is shown by positive and favorable views toward the job. Job discontent is indicated by negative and unfavorable attitudes toward the job (Armstrong, 2006 cited in Sakovska, 2012). People's feelings and ideas regarding their present place of employment are referred to as job satisfaction. Job satisfaction can go from extraordinary fulfillment to outrageous discontent among employees. People can have attitudes about many parts of their occupations, such as the type of work they do, their coworkers, superiors, or subordinates, and their salary, in addition to having attitudes about their jobs as a whole. Job satisfaction is a multidimensional and complex notion that means different things to different people. Job happiness is frequently associated with motivation, which fuels company production. Motivation is not the same as happiness. Work fulfillment is a greater amount of an interior state, an attitude. It could, for example, be linked to a personal feeling of achievement, which could be quantitative or qualitative (Mullins, 2005 cited in Cooper & Schindler, 2014). We believe that job satisfaction is a sensation that arises from the belief that the work fulfills one's material and mental requests. With regards to the efficiency and effectiveness of businesses, job happiness is one of the most important elements.

In reality, the new managerial paradigm, which insists on treating and considering people first and foremost as human beings with their own interests, needs, and personal ambitions, is a strong predictor of organizational productivity.

Employee Commitment:

We could associate commitment with sentiments of commitment or passionate connection. In recent decades, nonetheless, there has been a developing agreement that responsibility ought to be viewed as a complex build. Bersin (2014) cites Allen & Meyer (1990) for developing an early model that has gotten a lot of attention. They advocated a three-component model in light of their perception that current meanings of responsibility at the time reflected somewhere around three unmistakable topics: a full of feeling enthusiastic connection to an organization (affective commitment), recognition of costs associated with leaving an organization (continuance commitment), and a moral

obligation to stay with an organization (moral commitment) (normative commitment).

One essential factor to remember is that not all types of employee dedication are linked to increased productivity (Meyer & Allen, 1997). An employee with low affective and normative commitment but high continuance commitment, for example, is unlikely to provide productivity gains. The major reason such an employee stays with a company is because the expenses of leaving are too high. The benefits of improved staff dedication to productivity have been well documented in the literature. It will be difficult for organizations to maximize production if they have trouble maintaining and replacing talented staff. There are not just the out-of-pocket costs of the hiring process, but also hidden costs like management time and missed productivity while new employees adjust to their new jobs.

Employee Feedback

Employee Feedback has been expressed as information of previous behavior which helps the employee to improve or adjust current productivity (Daniels, 2000 cited in Cawe, 2006); and also information given to recipients after their behaviors.

Feedback has become a buzz word in organizations, and the practice of using feedback either formally or informally is increasing. Its formal application is evident in the feedback captured in technologically aided systems i.e. informally, in the case of team leaders providing weekly feedback inside a team, a Human Resource Integrated System; and formally, in the event of team leaders providing weekly feedback within a team, a Human Resource Integrated System. In the sales and hospitality industries, the utilization of weekly and end-of-shift feedback is fast growing. Feedback has become an increasing concern in academia and corporations, particularly after the release of McKinsey's 'The War for Talent,' which prompted high-performing businesses to plunge into talent management, with the idea of acquiring competitive advantage shifting to human resources. Human resource management attitudes altered with the development of innovation and its acceptance, from the Personnel Department keeping individual documents to the office managing employee competency profiles.

The accessibility of technical aids to gather and monitor feedback was the most significant advance in the field of boosting human productivity. Companies such as Halogen, TalentSoft, HR Smart, SAP, and Talent developed a productivity feedback aspect in their software. Because of technological advancements, the act of managers offering feedback has evolved into 360-degree feedback, in which a manager gives input to employees, employees give criticism to managers, and workers give input to one another (peer feedback).

The relevance of productivity in employee production may be traced back to the early twentieth century, when George Elton Mayo conducted tests at the General Electric Company's Hawthorne Works (Chicago) between 1924 and 1927. The 'Hawthorne Effect,' which asserts that individual workers are members of a group, and that monetary incentives and working circumstances are less important than the conduct of employees in that group, was the result of this experiment. As a result, managers must be mindful of their employees' social demands.

This is why productivity management is so important, because it sets the tone for evaluating employees and bringing them to order when necessary to match their activities with the organization's goals. During a productivity evaluation, the feedback giver assists the employee in identifying holes in his knowledge and expertise. Good feedback facilitates the transmission of high-quality information to employees, promotes motivational attitudes and self-esteem, and explains what constitutes good productivity, i.e. goals, criteria, and expected results. As a result, employee information should be of sufficient quality to enable them to take necessary action. "Good feedback includes not only criticism of what has been done, but also suggestions for what should be done next." Advice on how to improve the next portion of work, in particular, can be quite beneficial to those getting feedback, especially if it is given while the work is still in progress and adjustments can be made on the fly. It's worth double-checking that enough feedback is being offered, rather than just comment on what's already been done and dealt with" (Conaghan & Lockey, 2009 cited in Bakar, 2013).

Organizational Productivity

One of the most investigated terms in management science is corporate or organizational productivity. According to Bakar (2013), organizational productivity alludes to how well an organized group of people with a certain goal performs a task. It consists of an organization's actual outputs or results as compared to its anticipated outputs, objectives, or goals. High organizational productivity, then again, occurs when all of an organization's components work together to create outstanding outcomes. Organizational productivity, according to Pandita and Bedarkar (2004), comprises three distinct areas of company outcomes: Financial productivity, product market productivity, and shareholder return are all factors to consider. It relates to how well a company can achieve its stated goals, which might include things like market share, turnover, innovation, productivity, profitability, customer satisfaction, and so on. Corporate productivity has the potential to give a wide scope of benefits to businesses, including increased efficiencies due to economies of scale, increased power, and a better ability to withstand market fluctuations, as well as a higher survival rate, higher profits, and more pressings for organizational members. Corporate productivity has suffered from not only a classification dilemma, but also from a

theoretical problem. Kangure *et al.* (2014) state that as a concept to modern management, corporate productivity suffer from problems of conceptual clarity in a number of areas. The first dealt with definition, whereas the second dealt with measurement.

Work Engagement and Job Productivity: The Moderating Role of Job Characteristics

Workplace engagement is critical for businesses because it affects the bottom line (Demerouti & Cropanzano, 2010; Macey & Schneider, 2008). Work engagement has been linked to supervisors' ratings of job productivity (Bakker & Bal, 2010; Halbesleben & Wheeler, 2008), financial results (Xanthopoulou, Bakker, Demerouti, & Schaufeii, 2009), and client happiness (Xanthopoulou, Bakker, Demerouti, & Schaufeii, 2009). (Salanova, Agut, & Peiro, 2005). The relationship between job engagement and employee output, on the other hand, may be affected by personal and situational circumstances. Individual-level personality qualities (e.g., conscientiousness, Demerouti, 2006) have been demonstrated to influence the link between work engagement and job productivity in the past.

Moderators of Work Engagement (Perceived Organizational Support, Task significance, core self-evaluation)

Task productivity is defined as the officially needed outputs and behaviors that directly serve the organization's goals in the workplace (Motowidlo & Van Scotter, 1994). Workers might be required to maintain flow or high engagement in tasks to achieve high job productivity. High involvement, on the other hand, does not always imply high job productivity. Job engagement (Bakker, Demerouti & Lieke, 2012) and flow experience (Demerouti, 2006) do not boost in-role productivity when workers are not goal-oriented and industrious because they are distracted from the work duties that serve the organization's goals. Conscientiousness, according to Demerouti (2006), will positively moderate the relationship flow with colleagues rated task productivity and contextual productivity, and work engagement, according to Bakker, Demerouti, and Lieke (2012), is positively related to task productivity and contextual productivity for employees who score high on conscientiousness. Workers with a high level of conscientiousness, they suggest, will focus their efforts on completing critical work tasks. We propose that situational factors influence the link between work engagement and job productivity in the ongoing review.

Perceived Organizational Supports (POS)

Employees' opinions about how much their employer values their contributions and cares about their well-being are reflected in POS, which indicates the type of support that develops through interactions with organizational agents such as supervisors (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Kahn, 1990). POS can create a sense of obligation to care about the organization's well-being and to assist it in

achieving its objectives based on the reciprocity standard (Eisenberger, Armeli, Rexwinkei, Lynch, & Rhoades, 2001). According to Rousseau (1995), workers' sensations of obligation to help the association achieve its purpose grow as a result of repeated good treatment. According to Meyer, Bobocel, and Allen (1991), good treatment by the association boosts employees' perceptions of duty. Workers' opinions of having been treated well were positively associated to the experienced obligation, according to Ko, Price, and Mueller (1997). As a result, it's not unexpected that workers with a high POS score offer more to work efficiency than those with a low POS score. Therefore, the connection between work commitment and job efficiency would be directed by perceived organizational support (POS), with work commitment being decidedly connected with work efficiency among employees with high POS yet not among workers with low POS.

Characteristics of work engagement

Work engagement is a vibrant, pleasant work-related state marked by zeal, commitment, and assimilation (Schaufelie et al., 2006). In the work environment, vigor refers to strong levels of energy and resilience. Strong interest in one's profession, as well as a feeling of purpose and passion, are all characteristics of dedication. Absorption is the condition of being completely focused and absorbed in one's job. Subsequently, engaged personnel are typically high-energy and enthusiastically immersed in their work. Furthermore, they are frequently entirely involved in their task, causing time to fly (May, Gilson, & Harter, 2004).

Task productivity, also known as in-role productivity, refers to the officially needed outputs and actions that have a direct impact support the organization's goals (Motowildo & Van Scotter, 1994). Task productivity encompasses, in addition to other things, reaching organizational objectives and giving effective sales presentations (Behrman & Perreault, 1982). The notion of task productivity highlights the value of productivity in achieving corporate objectives.

II. EMPIRICAL REVIEW

Cawe (2006) studied the elements impacting employee engagement. This study found out that employee engagement strategy, the culture of engagement, leadership and management, talent mindset, communication and knowledge sharing and organization reputation and branding were important factors influencing employee engagement in South Africa.

The influence of employee engagement in work-related outcomes was investigated by Ram and Prabhakar (2011). Employee engagement is linked to perceived organizational support, perceived supervisor support, overall rewards, furthermore, view of distributive fairness, according to this study. Sakovska (2012) conducted research on the importance of employee engagement in the workplace. The objective of

this study was to decide the degrees of association as well as the elements that obstruct commitment. Low apparent hierarchical help, low impression of procedural equity, and unfortunate correspondence all added to low degrees of inclusion, as per the review. The three research were aimed at determining the characteristics that influence engagement.

The findings by Ram & Prabhakar (2011) and Sakovska (2012) were similar however the latter had an additional factor of total rewards. Then again study by Cawe (2006) had identified other factors which are talent mindset, knowledge sharing, and organization reputation and branding which the two researches didn't focus on. These three studies focused only on the direct impacts of the factors on engagement in any case, didn't consider either mediating or moderating effects on engagement.

Bakar (2013) study focused on three concepts i.e. empowering leaders' behavior, high productivity work practices and role of religiosity on engagement. This study's multi-level approach to analyzing involvement, which included looking at it at the individual, organizational, and societal levels, was a key feature. The researchers also wanted to see if religion has a role in the relationship between empowering leadership behavior and employee engagement. According to the findings, empowered leaders' behavior has the greatest impact on staff engagement. High productivity work practices were positively related to engagement and religiosity particularly among Muslims had positive effect on engagement. The study also found out that religiosity moderated the relationship between empowering leadership behavior and engagement. The findings also revealed that religiosity does not moderate the relationship between high productivity work practices and employee engagement.

Kangure, Wario & Odhiambo (2014) study focused on the relationship between job characteristics (job clarity, job autonomy, job significance and job productivity) and employee engagement. The study results uncovered that job clarity, job autonomy, job significance and job productivity, have a positive huge relationship with employee engagement. Overall, job characteristics explained 95.2 percent of employee engagement in Kenyan state firms, according to the findings. The focus of this investigation was solely on the direct relationship between the factors under consideration.

The study by Men (2015) looked at how employee engagement is linked to various outcomes of employee-organization relationships, as well as how it is influenced by organizational contextual characteristics such as authentic leadership and open communication. This study looked at both immediate and circuitous impacts of reliable management and transparent communication on engagement. Quality employee-organization ties, as indicated by the review, have a beneficial impact on engagement (i.e. employee trust, control, mutuality, commitment and satisfaction). It also found out that the effects of transparent

communication and authentic leadership on engagement were mediated by employee -organization relationships and internal reputation.

The study by Bakar (2013) and Men (2015) imply that apart from factors that directly influenced engagement there are also other factors that influence engagement indirectly and therefore need to conduct studies which consider also moderating/mediating effects. Marcey & Schneider (2005) did a study focusing on effects of teamwork and perceived organization support on media industry. The study findings revealed a positive effect of team work and perceived organizational support on engagement. The study also found that there was no clarity on the nature/levels of work engagement, teamwork and perceived organizational support in the media houses. The study focused only on the direct relationship between engagement team work and perceived organizational support.

Various scholars ascertained that employee engagement does influence organizational productivity (Cawe, 2006, Besin, 2014, Aon Hewitt, 2011) viewed employee engagement as having a positive influence on organizational productivity, stating that the more engaged employees are, the better the organization performs and has a positive influence on productivity outcomes such as productivity, profitability, employee retention, safety and customer loyalty. Kahn (1990) shared the same view, however argued that organizations' could improve various business functions by using employee engagement as a strategic tool. Harter *et al.* (2002) posited that a positive work environment encourages employees to be driven and perform exceptionally to improve levels of productivity, profitability, the delivery of superior products or services and the better utilization of organizational resources. Hayes & Cai (2007) proposed that managers placed greater focus on financial factors to drive productivity. Kangure *et al.* (2014) identified a third link being alignment and argued that a state of engagement is only realized through the organization's ability to drive alignment at all levels namely, individual, team, intergroup and organizational levels.

III. SUMMARY

The goal of the review is to analyze the connection between worker commitment and organizational productivity. It is shown that employees can be satisfied on their job if they are motivated through conducive working environment. Committed employees are those employees that have affective, normative and continuance commitment at workplace. Also, adequate and effective flow information between organizational members which is the hallmark of employee feedback will enhance organizational productivity.

IV. CONCLUSION

Worker engagement is connected with the enthusiastic, mental and actual parts of work and how these elements integrate to foster employee identification and involvement at workplace.

As indicated by the findings, enhancing employee engagement techniques is basic to a company's profitability. Workers who are disengaged are less productive at work and have poor customer service abilities. Thus, the study discovered that job happiness, employee dedication, feedback, and organizational productivity all have favourable correlations.

The study likewise presumed that task significance, Perceived Organizational Support and core self-assessment will by implication impact engagement and organizational productivity.

V. RECOMMENDATIONS

The study recommended the following:

1. In request to move along productivity, policy makers need to pay special attention to employee job satisfaction that creates conditions necessary for worker commitment which will prompt firm profitability, market share and improve customers' service.
2. Management should focus on the employee welfare hence this will prompt employee being committed at workplace so that organizations will be profitable, earn market share and improved customers' services.
3. Organizations ought to zero in on effective feedback so that adequate information will be given to the employees which enhance profitability, market share and improved customers' service.
4. Management should focus on such factors as task significance, core self-assessment and perceived organizational support, thus they impact worker engagement for increased organizational productivity.

CONTRIBUTION TO KNOWLEDGE

The study has discovered that worker engagement like work fulfillment, commitment and feedback with a moderating variables such task significance, core self-evaluation and perceived organizational supports can improve organizational productivity.

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