

Employee Engagement and Work Performance: A Systematic Literature Review

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ABSTRACT

According to academics and industry experts, one of the most alarming aspects of the current state of the world economy is the low level of employee engagement. The phenomena could have a negative impact on productivity at work. It is crucial to comprehend the idea of job engagement, as well as what it means for employees and what it means for employers. The article presents the findings of research on the relationship between employee engagement and several performance categories. It is a systematic evaluation of the body of knowledge. The goal of the study is to review earlier research based on how it was arranged and classified, to pin point knowledge gaps, and to suggest a research agenda for the future. The paper synthesizes these findings and discusses the ramifications for both academic and practical settings. According to the review's findings, there is a statistically significant correlation between employee engagement and a number of performance categories and sub categories in the majority of peer-reviewed papers.

Keywords: Employee Engagement, Work Engagement, Process Performance, Outcome Performance

I. INTRODUCTION

Employees are one of a company's most important resources, regardless of the type of business. The capacity to efficiently manage relationships with employees can determine the long-term market advantage at a time when rivalry for the top specialists is frequently stronger than attempts to attract the client. Employers may improve their chances of attracting and keeping valuable people by creating a welcoming, development-friendly atmosphere that fosters employee engagement.

Numerous studies indicate that employee engagement is low overall. Only 15% of workers worldwide can be said to be totally involved in their work, while 85% are either not engaged or actively disengaged, according to the Gallup Institute (Gallup, 2017). The lack of assistance provided to workers in obtaining what they see for themselves as significant achievements is the root of the "disengagement crisis," which is getting worse [Forbes, 2014]. The issue of poor employee engagement and its detrimental effects on corporate outcomes is also recognized by the academic community. According to Teresa Amabile of the Harvard Business School, who was quoted in Forbes [2014], it causes a decline in the company's profitability metrics and lower levels of sales. The problem's global scope indicates the need for research on how employee engagement affects organizations, as well as synthesis of the findings in an effort to derive useful, general lessons.

According to Tranfield et al. [2003], managing knowledge variety in the context of specific academic research necessitates the process of examining the literature. This article is a systematic literature review with the goal of organizing and categorizing earlier studies on the relationship between employee engagement and job performance. Based on examination of a few chosen studies, it shows the consequences, highlights information gaps, and provides conclusions. Papers published between January 2002 and December 2022 are included in the review. The structure of the article is as follows. The procedure for choosing publications is described in the first section. The analysis's findings are then provided. The review's conclusions, their academic and practical ramifications, and the paper's shortcomings are all included in the final part.

II. METHODOLOGY

The evolution of knowledge is well-founded on an examination of the literature. It highlights places where research has to be done and aids in the development of theories [Webster et al., 2002]. This paper is a systematic review by offering a structured study and the compiled results, it aims to synthesize the current state of knowledge. This kind of evaluation enables the preservation of scientific rigour for academics. The reviewing process helps managers and employers gather reliable knowledge from a variety of sources [Tranfield et al., 2003]. A thorough search strategy with a clearly defined article selection process is being used to carry out the review. The method for gathering pertinent data and judging articles is precise and well-defined. Studies can be organized into theoretically and/or methodologically related categories, and then their findings can be systematically arranged and described in order to judge the studies' quality and application. Systematic reviews not only summarize the current level of knowledge in a field, but also make clear what needs further investigation [Petticrew and Roberts, 2006]. They were included to ascertain the distribution of articles that had been examined over time and throughout various geographic regions. The applied approach provides information at high aggregate levels but does not permit drawing more specific conclusions [Van Leeuwen, 2004]. The topic of employee engagement has only been the subject of a small number of literature evaluations to date. The study is not only a valuable resource for researchers, but it is also helpful for practitioners who want to boost engagement in their businesses. This study focused on the research on the connection between employee engagement

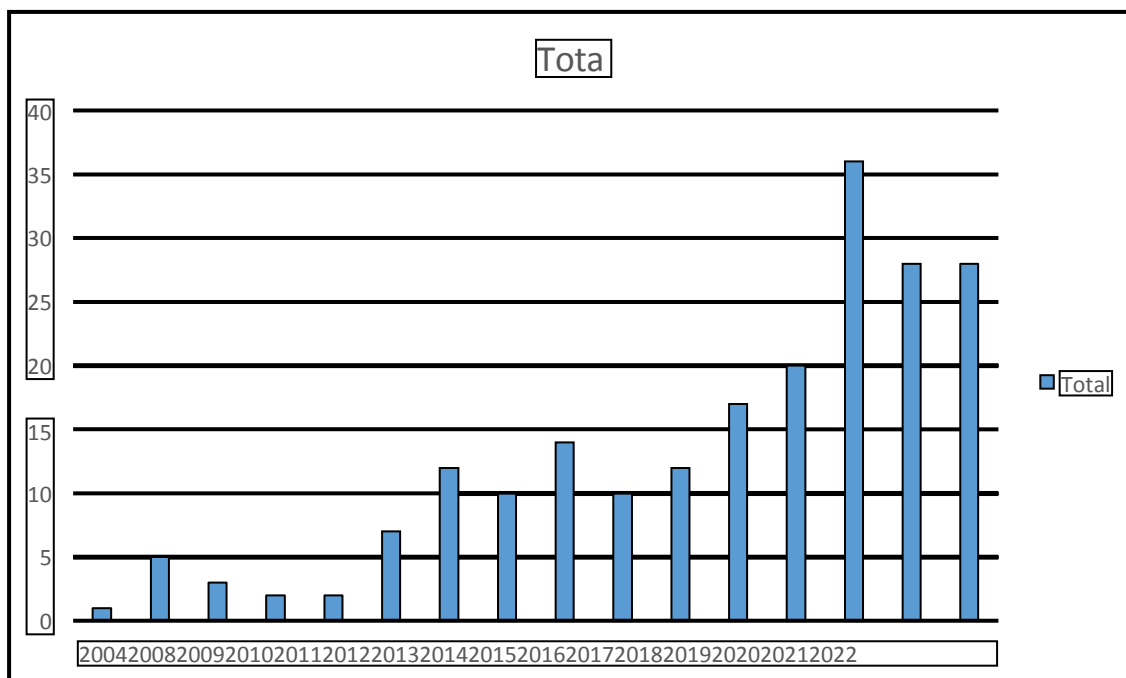
and performance, drawing conclusions and outlining consequences for organisational growth and human resource (HR) management. An engaged workforce can be a significant source of competitive advantage, according to an analysis of 20 studies that were chosen for the final evaluation that showed a positive correlation between employee engagement and firm performance [Kim et al., 2012, p. 267]. Bailey et al. systematic review of 214 studies that looked at the significance, causes, and effects of engagement was published in 2017. (42 studies researched the performance outcomes). Leadership, job design, team and organizational variables, organizational interventions, and psychological states were identified as the five groupings of factors that determine engagement. Individual morale, individual task performance, organizational performance, and extra-role performance were found to be positively connected with engagement.

Search Strategy

Only peer-reviewed publications from Publish & Perish are included in the review. The search was limited to English-language articles using the terms "employee engagement" or "work engagement," which are the most popular ways to define the investigated construct, in the abstract [Bakker and Bal, 2010]. The selection produced 1,548 papers using the key word employee engagement. These second determinant of the investigated dependency, performance, included the pool was decreased to 207 items by this restriction. The distribution of publications over time is depicted in the following figure. The trend is upward, with the years 2013 to 2022 seeing a particularly large increase in the number of articles.

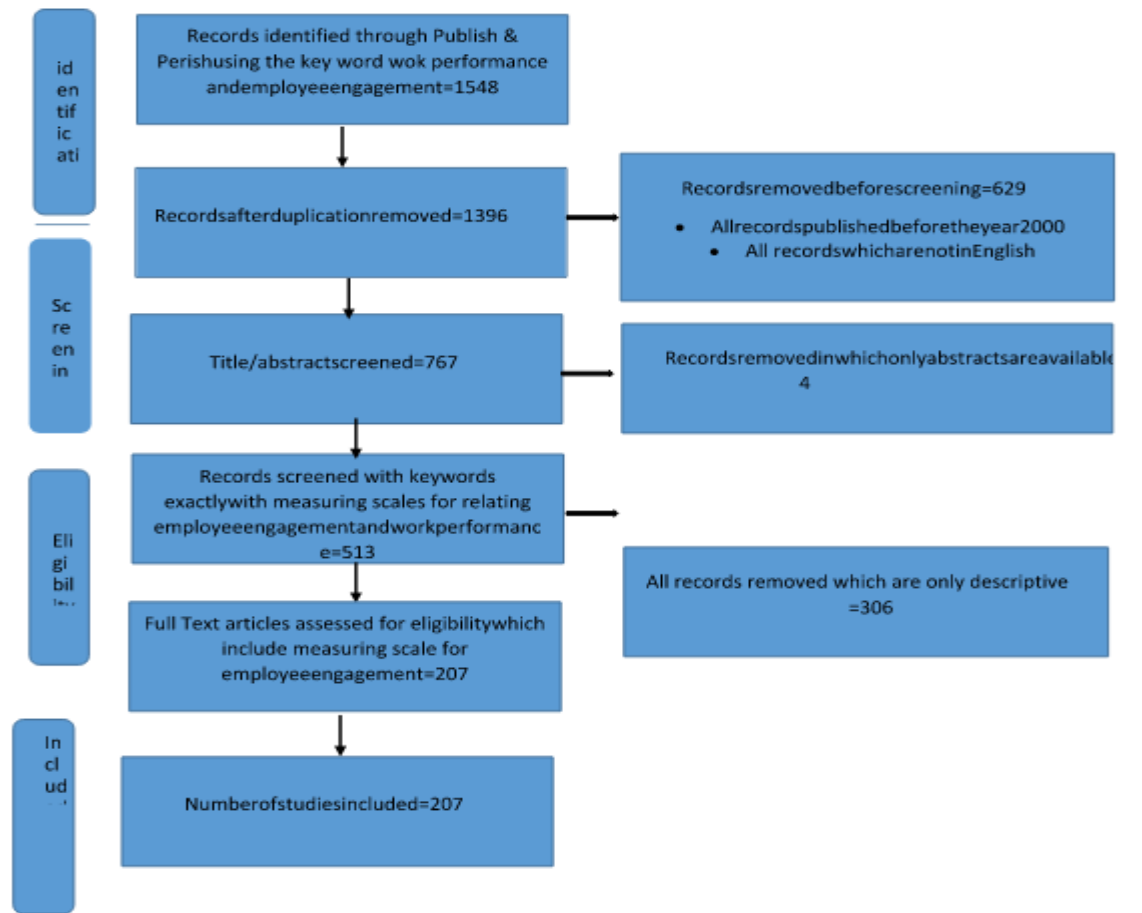
Row Labels	Count of Year
2004	1
2008	5
2009	3
2010	2
2011	2
2012	7
2013	12
2014	10
2015	14

2016	10
2017	12
2018	17
2019	20
2020	36
2021	28
2022	28
Grand Total	207



Selection Criteria

The selection was based on PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analysis) Statement. The study focused on existing literature in the field of management particularly to human resource. All articles before 2000 were excluded. The search mainly focused on Asian Context. 207 records were extracted at this stage.



III. RESULT OF LITERATURE REVIEW

The examination of papers that met the requirement of conducting research and outlining the findings on the relationship between employee engagement and performance characteristics made up the literature review. The articles were printed in 49 publications, most of which dealt with the academic fields of performance management, human resource management, and occupational

psychology. The investigations under consideration were carried out over five continents and 25 nations. This remark shows how many academic communities are interested in this subject. The USA (25 studies) and the Netherlands have undertaken the majority of the research (20 studies). 28% of the papers assessed were published in India alone, as a whole.

Sl.No	Country where the study was conducted	Number of research reports	Sl.No	Country where the study was conducted	Number of research reports
1	India	59	14	Turkey	5
2	USA	25	15	Republic of Korea	5
3	The Netherlands	20	16	Nigeria	5
4	UK	16	17	Czech Republic	3
5	Pakistan	10	18	Lithuania	3
6	Spain	6	19	Finland	3

7	Canada	6	20	Italy	2
8	China	6	21	Greece	2
9	Malaysia	6	22	Cyprus	2
10	Germany	5	23	Indonesia	1
11	Republic of Ireland	5	24	Jordan	1
12	Portugal	5	25	Australia	1
13	Israel	5			

Categorization of reviewed studies

According to Petticrew and Roberts [2006, p. 170], the majority of systematic reviews are built around the systematic ordering and description of the study results. As a result, the primary research goal of the study was to classify the examined studies and make judgements about them based on the sequence in which they were analysed. In order to organise studies pertaining to the performance elements analysed in connection with employee engagement, categories were defined. Campbell et al. [1993] list the performance measures, which range from objective ones like the quantity of pieces produced or the total value of sales to subjective self-

ratings of overall performance, and indicate a wider range of phenomena in contemporary research that are referred to as "performance."

It can also be viewed from an individual, group, or organisational perspective, which is reflected in the particular goals that are appropriate for each level [Roe, 1999]. Six major categories have been developed based on this description, taking into account the nature and degree of performance. It includes process performance at the individual level, process performance at the team level, process performance at the organisational level, and result performance at the individual level, team level, and organisational level.

The outcome of the categorization

	Individual level	Team level	Organizational level
Process Performance	61 studies	8 studies	1 studies
	Dalal and Baysinger, 2012; Dash and Muthyala, 2016; Eldor and Harpaz, 2016; Eldor, 2017; Farndale et al., 2014; Findikli, 2015; Fletcher, 2016; Freney and Fellenz, 2013; Gordon and Demerouti, 2015; Gorgievski and Moriano, 2014; Gutermann et al., 2017; Halbesleben and Wheeler, 2008; Kapil and Rastogi, 2017; Karatepe, 2011; Karatepe and Agut, 2016; Karatepe and Oglu, 2016; Kašpárková et al., 2018; Kataria et al., 2013; Kha	Fellenz, 2013; Kataria et al., 2013; Mäkilängas et al., 2016; Menguc and Auh, 2013; Salanova and Agut, 2005; Steffens and Haslam, 2014; Tims and Bakker, 2013	Farndale et al., 2014

	<p>nandMalik,2017;Kim andKoo,2017;KovjanicandSchuh,2013; Lathabhavanetal.,2017;Lin etal.,2016;LorenteanSalanova, 2014; Maden, 2015;MedlinandGreen,2009;Medlinetal.,2016;MyrdenandKelloway,2015;NazirandIslam, 2017; Nazli and SheikhKhairudin,2018;Parketal.,2017;Rahmanetal.,2017;Reijsegeretal.,2017;Saks,2006;Schmittetal.,2016; Shantz and Alfes, 2013; Shantzet al., 2016; Shuck and Zigarmi,2015;SuanChoo,2016;SuhartantoandBrien,2018;Tims and Bakker, 2013; Tims etal., 2015; Van Beek and Taris,2014; Wang et al., 2015; Xanthopoulouand Bakker,</p>		
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onandorderingoftheexaminedpapersinthefollowingtable.(Onlyimportantpapersmentionedinthetable)

	<p>2008;YalabikandPopaitoon,2013;Zhongetal.,2016</p>		
Outcomeperformance	<p>4studies: GorgievskianMoriano,2014;Lazauskaite-Zabielskeetal.,2018; Lin et al., 2016; Shantz etal.,2016</p>	<p>4studies: Coco andBenn et al., 2015;Badaland Harter,2014; Suhartantoand Brien, 2018;Xanthopoulouetal.,2009</p>	<p>3studies: Benn et al., 2015;Dijkhuizen et al.,2016;GorgievskianMoriano,2014</p>

The categorization process found that the examined research were dispersed unevenly throughout the six established groups. Nine papers looked at the relationship between employee engagement and process performance on more generalised levels (team and organisational), and ten studies looked at the relationship between employee engagement and various outcome performance categories on various levels, with one [Gorjievski and Moriano, 2014] looking at both individual and organisational levels. The majority of the research reports (61 out of 71 papers) were assigned to the process performance on the individual-level category. The primary hallmark of past literature that examined the relationship between employee engagement and performance was its high concentration of studies in a single category. It demonstrates that there is still a wider research topic in need of additional investigation.

By concentrating more on associations between employee engagement and performance on aggregate levels as well as correlations between employee engagement and outcome performance elements, future studies can add to the body of knowledge.

Based on established definitions, the primary process and outcome performance categories can be further divided. While Lebas and Euske [2002] separate outcome performance into financial and nonfinancial performance, Borman and Motowidlo [1997] divide process performance into contextual and task performance. The following table lists the research studies in descending order based on a more thorough categorization (the total number of studies in the subcategories is higher than the total number of papers in categories due to the fact that many studies examined more than one subcategory of performance).

Subcategorization of reviewed articles based on type and level of analysed performance

	Individual level	Team level	Organizational level
Process performance	61 studies	8 studies	1 study
Task performance	40 studies	7 studies	1 study
Contextual performance	45 studies	2 studies	1 study
Outcome performance	4 studies	4 studies	3 studies
Financial performance	2 studies	4 studies	2 studies
Nonfinancial performance	2 studies	2 studies	3 studies

Terms and definitions

Many words are used to characterise work-related involvement in the literature. "Employee engagement," "work engagement," "organisation engagement," and "job engagement" are a few of these in specific. Schaufeli and Bakker [2010, p. 10] state that the first two "are generally used interchangeably" and we will treat them as such for the sake of

this review. Employee/work engagement is defined by Schaufeli et al. [2002, p. 74] as "a positive, fulfilling, work-related state of mind that is characterised by vigour (e.g., being highly energetic), dedication (e.g., being highly involved in work), and absorption (e.g., being highly concentrated in work)." The majority of authors (76% of the publications) adopted this definition.

Terms and definitions of employee engagement adopted by various authors

Term and definition	Author(s) of the definition	Research using the particular definition
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<p>Employee engagement is “a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behaviour”.</p>	<p>Schaufeli et al. [2002]</p>	<p>54 studies: Akhtar et al., 2016; Alessandri et al., 2018; Ali et al., 2018; Bakker and Bal, 2010; Bakker et al., 2012; Bal and De Lange, 2015; Barnes and Collier, 2013; Castanheira, 2016; Cesário and Chambel, 2017; Chong and Lee, 2017; Chughtai and Buckley, 2011; Dijkhuizen et al., 2016; Eldor and Harpaz, 2016; Eldor, 2017; Farndale et al., 2014; Findikli, 2015; Fletcher, 2016; Freaney and Fellenz, 2013; Gordon and Demerouti, 2015; Gorgievski and Moriano, 2014; Gutermann et al., 2017; Halbesleben and Wheeler, 2008; Kapil and Rastogi, 2017; Karatepe, 2011; Karatepe and Aga, 2016; Karatepe and Olugbade, 2016; Kašpárková et al., 2018; Kataria et al., 2013; Khan and Malik, 2017; Kovjanic and Schuh, 2013; Lathabhavan et al., 2017; Lazauskaite-Zabielske et al., 2018; Lin et al., 2016; Lorente and Salanova, 2014; Maden, 2015; Mäkikangas et al., 2016; Menguc and Auh, 2013; Naziret al., 2017; Nazli and Sheikh Khairudin, 2018; Park et al., 2017; Reijseger et al., 2017; Salanova and Agut, 2005;</p>
		<p>Schmitt et al., 2016; Shantz and Alfes, 2013; Shantz et al., 2016; Steffens and Haslam, 2014; Suan Choo, 2016; Tims and Bakker, 2013; Tims et al., 2015; Van Beek and Taris, 2014; Wang et al., 2015; Xanthopoulou and Bakker, 2008; Xanthopoulou et al., 2009; Yalabik and Popaitoon, 2013</p>
<p>Personal engagement is “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”</p>	<p>Kahn [1990]</p>	<p>5 studies: Alfes and Truss, 2013; Badland and Harter, 2014; Kim and Koo, 2017; Rahman et al., 2017; Zhong et al., 2016</p>
<p>Job engagement is “the extent to which an individual is psychologically present in a work role”.</p> <p>Organizational engagement is “the extent to which an individual is psychologically present in his role as a member of an organization”.</p>	<p>Saks [2006]</p>	<p>2 studies: Albdour and Altarawneh, 2014; Saks, 2006</p>

<p>Work engagement is “arelativelyenduringstateof mindreferringtothesimultaneo usinvestmentofpersonalenergi esintheexperienceorperforma nceofwork”.</p> <p>Employeeengagement“rep resents anemployee’senthusiasm,pa ssionandcommitmentto theirworkand totheorganization,the willingnessstoinvestthemselve s and expandtheirdiscretionaryeffor tto helptheemployersucceed”.</p> <p>Employeeengagementis“ acognitive,emotional,andb ehaviouralstate directedtowa rddesiredorganizationaloutco mes</p>	<p>Christianet al.[2011]</p> <p>MyrdenandKellow ay[2015]</p> <p>ShuckandWollard[2010]</p>	<p>1study: Bennetal.,2015</p> <p>1study: MyrdenandKelloway,2015</p> <p>1study: ShuckandZigarmi,2015</p>
<p>Employeeengagementis “therelativestrengthhofanempl ooye’sinvolvementinandenth usiasmabouthisorwork”.</p>	<p>Tritch[2003]</p>	<p>1study: Medlinetal.,2016</p>

Some authors, citing the state connected with a specific workstation and the state associated with connection to the organisation, underline the necessity for distinct definitions and assessments of the two types of participation. The first of these ideas is referred to as "job engagement" by Saks [2006, p. 604] and is described as "the degree to which an individual is psychologically present in his work function." Similar to this, "organisation involvement" refers to how much a person "is psychologically present in a role as a member of an organisation." From the perspective of the employer, it's critical to measure the level of engagement across the two dimensions.

Despite the definitions' different levels of specificity, they are all founded on Kahn's idea of personal interaction. Consequently, it is reasonable to presume that the papers under consideration share the same conceptual framework and that comparing their findings is appropriate. The authors of six papers—Anitha (2014), Coco and Jamison (2011), Dalal and Baysinger (2012), Dash and Muthyala (2016), Medlin and Green (2009), and Suhartanto and Brien

(2018)—mentioned various definitions of employee engagement without endorsing any one of them.

Scales measuring employee engagement

The few tools the researchers employed to determine the degree of employee involvement are consistent with the definitions they used. The Utrecht Work Engagement Scale (UWES), created by Schaufeli and Bakker of Utrecht University, has been used in various forms in 82% of the evaluated papers [Schaufeli et al., 2002]. The scale originally included 25 items that were connected to the three work-related engagement aspects of vigour, devotion, and absorption in accordance with the definition previously discussed. Using a seven-point scale, study participants assign a point value to each statement, with zero denoting "never" and six denoting "always." The UWES-9, in which three statements were given to each dimension, was the version of the scale that was used the most frequently in the research that were analysed.

Scales used to quantify the level of employee engagement

Scale	Research using the particular scale
UWES-9	<p>47 studies: Akhtar et al., 2016; Alessandri et al., 2018; Ali et al., 2018; Bakker and Bal, 2010; Bakker et al., 2012; Baland De Lange, 2015; Castanheira, 2016; Cesário and Chambel, 2017; Chughtai and Buckley, 2011; Dijkhuizen et al., 2016; Eldor and Harpaz, 2016; Eldor, 2017; Findikli, 2015; Fletcher, 2016; Freeney and Fellenz, 2013; Gordon and Demerouti, 2015; Gorgievskii and Moriano, 2014; Gutermann et al., 2017; Kapil and Rastogi, 2017; Karatepe, 2011; Karatepe and Aga, 2016; Karatepe and Olugbade, 2016; Kašpárková et al., 2018; Kataria et al., 2013; Kovjanic and Schuh, 2013; Lathabhavan et al., 2017; Lorente and Salanova, 2014; Maden, 2015; Mäkikangas et al., 2016; Myrden and Kelloway, 2015; Nazi and Islam, 2017; Park et al., 2017;</p>
UWES-17	<p>Rahman et al., 2017; Reijseger et al., 2017; Schmitt et al., 2016; Shantz and Alfes, 2013; Shantz et al., 2016; Shuck and Zigarmi, 2015; Steffens and Haslam, 2014; Suan Choo, 2016; Tims and Bakker, 2013; Tims et al., 2015; Van Beek and Taris, 2014; Wanget al., 2015; Xanthopoulou and Bakker, 2008; Xanthopoulou et al., 2009; Yalabik and Popaitoon, 2013</p> <p>10 studies: Barnes and Collier, 2013; Farndale et al., 2014; Halbesleben and Wheeler, 2008; Khan and Malik, 2017; Lazauskaite-Zabielske et al., 2018; Lin et al., 2016; Menguc and Auh, 2013; Nazli and Sheikh Khairudin, 2018; Salanova and Agut, 2005; Xanthopoulou and Bakker, 2008</p>
Saks Engagement Scale	<p>5 studies: Albdour and Altarawneh, 2014; Farndale et al., 2014; Kim and Koo, 2017; Saks, 2006; Suhartanto and Brien, 2018</p>
Gallup Workplace Audit (Q12)	<p>5 studies: Badal and Harter, 2014; Chong and Lee, 2017; Dash and Muthyala, 2016; Medlin and Green, 2009; Medlin et al., 2016</p> <p>2 studies:</p>
Job Engagement Scale	<p>Shuck and Zigarmi, 2015¹; Zhong et al., 2016</p>
ISA Engagement Scale	<p>1 study: Alfes and Truss, 2013</p> <p>1 study:</p>

JRA Scale	Employee Engagement	Bennetal.,2015
		1study:
PassionScale		ShuckandZigarmi,2015 ¹

Datasources:employeeperformance

Authors only used self-reported questionnaires to gather source data on the outcomes of work involvement in 43 of the 71 studies that were reviewed. Due to the fact that the data used to quantify the dependent variable and the explanatory variable came from the same source, the correlation between both variables may have been overestimated to some amount. The respondents' propensity to preserve consistency between their

stated views and actions is what gives rise to the method's subjectivity [Podsakoff et al., 2003]. In contrast, researchers have employed tried-and-true, generally acknowledged questionnaires that enable a trustworthy evaluation of researched factors. The authors of the remaining 28 research employed more objective data, such as business unit financial figures, customer surveys, evaluations of immediate supervisors, or a combination of multiple of the aforementioned data sources.

Statistical technique	Research studies using the particular technique
Structural equation modeling	42 studies: Alessandri et al., 2018; Alfes and Truss, 2013; Ali et al., 2018; Anitha, 2014; Bakker et al., 2012; Barnes and Collier, 2013; Bennett et al., 2015; Castanheira, 2016; Chughtai and Buckley, 2011; Coco and Jamison, 2011; Eldor, 2017; Findikli, 2015; Freeney and Fellenz, 2013; Gorgievski and Moriano, 2014; Gutermann et al., 2017; Halbesleben and Wheeler, 2008; Karatepe and Aga, 2016; Karatepe and Olugbade, 2016; Kašpárková et al., 2018; Kataria et al., 2013; Kim and Koo, 2017; Kovjanic and Schulh, 2013; Lathabhavan et al., 2017; Lazauskaite-Zabielske et al., 2018; Lorente and Salanova, 2014; Maden, 2015; Medlin and Green, 2009; Medlin et al., 2016; Myrden and Kelloway, 2015; Nazir and Islam, 2017; Nazli and Sheikh Khairudin, 2018; Park et al., 2017; Reijseger et al., 2017; Salanova and Agut, 2005; Shantz and Alfes, 2013; Shantz et al., 2016; Suan Choo, 2016; Suhartanto and Brien, 2018; Tims and Bakker, 2013; Tims et al., 2015; Van Beek and Taris, 2014; Yalabik and Popaitoon, 2013
Multilevel linear regression	25 studies: Albdour and Altarawneh, 2014; Akhtar et al., 2016; Bakker and Bal, 2010; Baland De Lange, 2015; Cesário and Chambel, 2017; Dalal and Baysinger, 2012; Dijkhuizen et al., 2016; Eldor and Harpaz, 2016; Badal and Harter, 2014; Fletcher, 2016; Gordon and Demerouti, 2015; Kapil and Rastogi, 2017; Karatepe, 2011; Khan and Malik, 2017; Lin et al., 2016; Mäkikangas et al., 2016; Menguc and Auh, 2013; Rahman et al., 2017; Saks, 2006; Schmitt et al., 2016; Steffens and Haslam, 2014; Wang et al., 2015; Xanthopoulos and Bakker, 2008; Xanthopoulos et al., 2009; Zhong et al., 2016

Bayesian methods	1 study: Shuck and Zigarmi, 2015
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Canonical discriminant analysis Pearson correlation coefficient	1 study: Dash and Muthyala, 2016 1 study: Chong and Lee, 2017
T-Test	1 study: Farndale et al., 2014

IV. RESULTS REPORTED BY THE REVIEWED RESEARCH STUDIES

Although one study indicated that only organisational engagement (one of the engagement dimensions) is associated to the individual level of task performance, forty-eight studies found a statistically significant relationship between employee engagement and task performance [Kim and Koo, 2017]. In 46 studies, the relationship between work engagement and contextual performance was examined in terms of the following behavioural traits: organisational citizenship behaviour, extra-role behaviour, innovative behaviour, employee retention (positive), turnover, absence intention (negative), organisational and career commitment, initiative, active learning behaviour, knowledge sharing, creativity, proactivity, counterproductive behaviour (negative), adaptability, and decision-making. 36 of these investigations provided complete agreement with the proposed hypotheses, whereas 10 provided conflicting evidence. According to Gordon and Demerouti's [2015] research, only daily analytical decision-making was associated with work engagement; intuitive decision-making was not.

According to Halbesleben and Wheeler's [2008] research, the likelihood of turnover was not significantly correlated with engagement (negative relation). Work engagement was not linked to organisational citizenship behaviour, according to two studies [Tims et al. 2015; Zhong et al. 2016]. Only organisational engagement was found to

be a predictor of organisational citizenship behaviour, according to Saks [2006]. Organizational engagement was not substantially correlated with continuance commitment, one of the organisational commitment components, according to Albdour and Altarawneh (2014) and Farndale et al. (2014). Employee involvement, according to Reijseger et al. [2017], was not linked to unproductive activity (negative relation). Organizational engagement was not strongly correlated with innovative behaviour, according to Kim and Koo's [2017] findings. The link between employee engagement and behavioural outcomes varied depending on the scale used to measure engagement in the study by Shuck et al. [2015]. When the UWES-9 was employed, the results were statistically significant, but when the Work Engagement Scale was utilised, the results were equivocal.

Although one study came to the conclusion that employee engagement was only related to profit and not turnover, seven researches discovered a statistically significant relationship between employee engagement and financial performance (sales, profit, and inventory shrinkage cost). The relationship between engagement and non-financial performance was the subject of seven investigations (environmental performance, customer satisfaction, number of employees, and safety level). In six of these investigations, the authors' assumptions were proven correct, but in one, there was no statistically significant correlation between entrepreneur engagement and the amount of employment at the company [Dijkhuizen et al., 2016].

V. CONCLUSIONS

The literature study on the relationship between job engagement and several performance categories demonstrates how much interest scholars are showing in the topic. In order to put it into perspective, 50 of the 71 papers that were analysed were written within the last five years. Overall, authors used information from a variety of businesses, including financial services, education, construction, and hospitality, to perform empirical investigations in 25 different countries over a wide range of geographical locations. Although the studied research was distributed unevenly across six categories—which were intended to reflect the various types and degrees of performance—ordering and categorization of earlier studies indicated this. Studies addressing the relationship between involvement and specific performance components of outcomes as well as the relationship between engagement and performance on aggregated measures are particularly lacking.

VI. RECOMMENDATIONS FOR FUTURE RESEARCH

The subject areas in need of more investigation were identified by categorization of earlier studies on the relationship between employee engagement and performance. Further studies examining connections between engagement and both financial and non-financial characteristics of outcome performance ought to be on the agenda of future study. Also, future research can add to the corpus of knowledge by concentrating more on the relationships between engagement and organisational and team success, which are underrepresented in studies that just look at individual performance.

An similarly intense investigation into the causes of employee engagement should result from the expanding corpus of scientific evidence supporting its beneficial consequences. Only with a solid grasp of the variables influencing work engagement can successful programmes and practises be implemented, ensuring the expansion of organisations in this area of their operations [Wollard and Shuck, 2011]. The inclusion of generational diversity, which is present in the majority of firms, is crucial for the ongoing research in this context. According to the research of Akhavan Sarraf et al. [2017], there are considerable differences in employee engagement levels between generations, and individual engagement constructs can change depending on the age of the workforce.

VII. LIMITATIONS

The article does not entirely escape the drawbacks common to this type of literature evaluation [Petticrew and Roberts, 2006]. The method used to choose the papers for analysis has constraints that are related to it. The first one relates to the requirements that have to be satisfied for the empirical study to be eligible for review (selection of papers based on rigidly defined expressions in their abstracts). Also, it has been suggested by researchers to distinguish between the concepts of performance and efficacy and productivity [Campbell et al., 1993], which, if taken into consideration, could potentially affect the final selection of articles. The second limitation is related to the small number of online databases that provided search support. Last but not least, the review excludes conceptual papers.

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