

## Examining Drivers Of Engagement And Employee Engagement In Relation To Organizational Performance- A Study Of Banking Sector In Hyderabad City

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### ABSTRACT

*Employee engagement is the need of the hour for any organization. Organizational performance is interred linked with employees' performance. Indeed Employee Engagement is proven to be the predictor of organizational performance from various studies and Employee performance is being impacted by drivers of employee engagement. An engaged employee performs well and this eventually yields to the organizational performance. The current study aims to find out the drivers of employee engagement and its impact on organizational performance. The study deals with 324 bank employees in Hyderabad city. Reliability is tested by using Cronbach's alpha and correlation is done by inter item correlation. SPSS and AMOS have been applied for the present study and the conceptual model of the study has been modified based on the output of the study. The study suggested measures for the banking sector to incorporate for better organizational performance in terms of drivers of employee engagement. The findings of the study supported the conservation of resource theory (Hobfoll, 1989), demonstrating that drivers of employee engagement such as communication and work-life balance contribute to employee engagement, which in turn leads to organizational performance*

**Keywords:** *Communication – Leadership – Work Life Balance –Drivers of Employee Engagement – Employee Engagement – Organizational Performance.*

### INTRODUCTION

In recent times, due to rapid globalization, Indian organizations have realized that Human Resource is the strategic resource that any enterprise truly needs. As a result, the Human Resource function has made the transition from 'behind-the-scenes' support to become a strategic partner in the business. Every organization knows the importance of engaging and motivating its people to perform and this has gained more prominence with time. But what is less commonly recognized is that employees want to be engaged in work where they feel that they are contributing in a positive way to something larger than themselves.

Engagement is consistently shown as something given by the employee who can benefit the organization through commitment and dedication, advocacy, discretionary effort, using talents to the fullest and being supportive of the organization's goals and values. Engaged employees feel a sense of attachment towards their organization, investing themselves not only in their role, but in the organization as a whole.

Engaged employees are more likely to stay with the organization; perform 20 per cent better than their colleagues; and act as advocates of the business. Engagement can enhance bottom-line profit and enable organizational agility and improved efficiency in driving change initiatives. <sup>1</sup>Engaged individuals invest themselves fully in their work, with increased self-

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efficacy and a positive impact upon health and well-being; which in turn evokes increased employee support for the organization. Engaged employees are highly committed, motivated, dynamic and enthusiastic about problem solving and facing challenges. They are absorbed in their work, put their heart into their jobs, are excited about doing a good job, exert energy in their work and are a source of competitive advantage for their employees (Katzenbach, 2000). Work engagement is defined as a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli, Salanova, Gonzalez-Romá, & Bakker, 2002). Vigor is identified as high levels of energy and mental flexibility while working, the willingness to put effort in one's work, and determination even in the face of difficulties. Dedication refers to being strongly immersed in one's work and experiencing a sense of importance, enthusiasm, motivation, pride, and challenge. Absorption is characterized by being completely concentrated and happily engaged in one's work, whereby time passes quickly and one has find hard of detaching oneself from work.

**Drivers of engagement:**

1. The nature of the work undertaken
2. Work that has transparent meaning and purpose
3. Development opportunities
4. Receiving timely recognition and rewards
5. Building respectful and assertive relationships
6. Having open two-way communication systems, and
7. Inspiring leadership

**Significance of the Study:**

Banking sector provides a foundation for development, the ground work on which much of our economic and social well-being is built. It is the key to increasing economic efficiency and social consistency of the employees working in the bank. Banking sector is important for the financial needs and growth of the human beings and success of a nation which boosts the economic potential of entire nation leading to the development of the nation. In fact, it is contributing to be the national GDP to a great extent. The economic competitiveness among countries stimulates to the economy of the nation. In the recent times it is found that there is an inter connect between personal resources and organizational performance with employee engagement.

**REVIEW OF LITERATURE:**

**COMMUNICATION & EMPLOYEE ENGAGEMENT:**

Communication is the process of achieving organizational objective by means of sending and receiving information\knowledge, mutual understanding, coordination and commitment. It is related to various areas of management in getting the work done and also enhances the employee engagement showed from the previous literatures.

According to Mary Welch (2011) provides the linkages between employee engagement and communication, leverages communication strategies, tactics and discipline to enhance the potential engagement. This study provides a novelty in literature by conforming that the communication meets the needs of employees and fulfills the engagement.

According to Shelby Schroeder and Daniel P. Modaff (2018) presents employee engagement leads to the organization productivity and profitability which is possible by cooperative communication that is leading to growth inside and outside the organization, engagement through external display, social exchange between the organization and the employees and direct responses of the stake holders.

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According to Emma Karanges and Kim Johnston (2014) internal communication is an important concept and integral to internal public relations with links to positive organizational and employee outcomes such as employee engagement. The study provides apposite relationship between the communication and employee engagement.

According to Minjeong Kang and Minjug Sung (2017) supports employee internal communication is connected with employee engagement that in turn enhances flexible employee communication attitudes and also reduces the employee turnover intention. The mediation result shows the strong mediation of employee organization relationship on the effects of internal communication and on employee engagement.

### **LEADERSHIP & EMPLOYEE ENGAGEMENT:**

Leadership, according to Xu and Thomas Cooper (2010), is a critical antecedent of engagement. Certain leadership behaviors have been linked to engagement dimensions such as motivation, work satisfaction, organizational commitment, proactive conduct, and organizational citizenship behavior, according to studies. Psychological safety, defined by Kahn as "trust in the leader, support from the leader, and fostering a blame-free workplace," is a situation that leads to employee engagement (Xu and Thomas Cooper, 2010).

According to Judge and Piccolo (2004), Lee (2005), Erkutlu (2008), and Griffin et al (2010), there is a correlation between positive leader behavior and follower attitude and engagement behaviors. Several other studies have attempted to demonstrate a direct link between leadership and employee engagement (Xu and Thomas Cooper, 2010). Employee development, consideration, and performance-orientation are three leadership behaviors identified by Atwater and Brett (2006, as quoted in Xu and Thomas Cooper (2010).

Relationship-oriented behaviors are the first two, while task-oriented behaviors are the third. They also mention that employee engagement encompasses a variety of work-related issues that managers might address. Metcalfe and Metcalfe are two Metcalfe brothers (2008) there is a favorable relationship between leadership scales and engagement variables like job and organizational engagement. Commitment, motivation, and job happiness are all important factors. Two criteria are identified by Papalexandris and Galanki (2009).

Management and mentoring behaviors, such as instilling confidence in others, are positively associated to engagement. Followers, power sharing, communication, role clarity, and vision articulation that could be inspirational, visionary, decisive, and team-oriented are some of the adjectives used to describe her. More crucially, their research discovered that only certain leader behaviors are linked to engagement, particularly those that improve follower performance allow followers to connect with the organization's goals May et al. (2004), Saks (2006), and Bakker et al (2007) show that employees with supervisors that are more engaged have higher levels of engagement.

### **WORK LIFE BALANCE AND EMPLOYEE ENGAGEMENT:**

Work-Life Balance, it turns out, is a major driver of employee engagement. Work-life balance is described as a sufficient level of involvement or 'fit' between numerous responsibilities in a person's life in its broadest meaning. The employee's ability to balance work and family life was a critical aspect in his success at work.

Organizational assistance for dependent care, flexible work alternatives, and family or personal leave are all examples of work-life balance (Estes & Michael, 2005). Flextime, which allows employees to vary their start and finish times as long as they work a certain number of hours; compressed work week, in which employees work a full week's worth of hours in four days and take the fifth off), working from home (telework), sharing a full-time job between two employees (job sharing), family leave programmes (e.g., parental leave, adoption leave, compassionate leave), onsite childcare, and financial flexibility are all examples of work life balance. Another study (Hallberg et al, 2007) came to two conclusions:

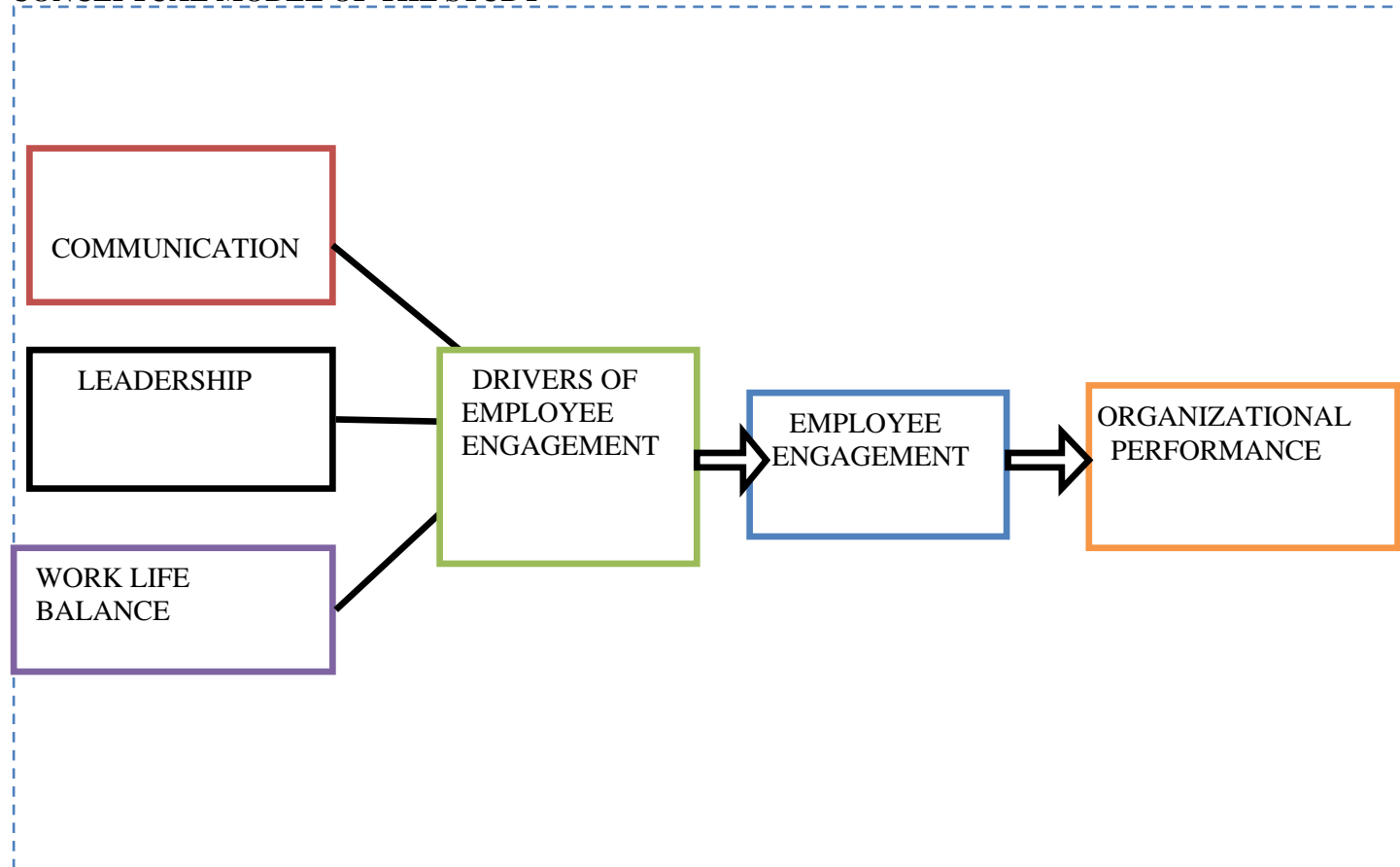
first, there was a link between high workload and emotional tiredness. However, they discovered that a higher level of engagement was linked to a higher workload.

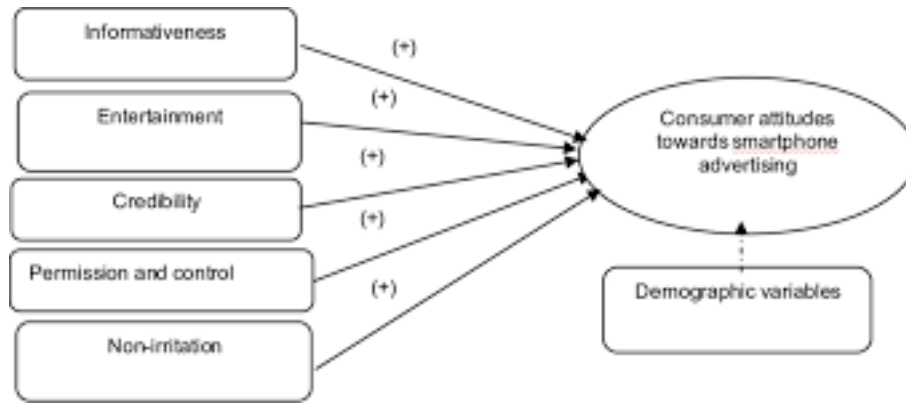
### **EMPLOYEE ENGAGEMENT AND ORGANISATIONAL PERFORMANCE:**

The relationship between employee engagement and financial success of organizations has received a lot of attention. Employee engagement, according to several studies, leads to improved employee performance, which in turn leads to improved organizational performance (Tower Perrin, 2006; Gallup, 2006). According to Robertson-Smith and Markwick (2009), employee engagement allows people to commit themselves in their work while also giving them a sense of self-efficacy. According to research on the effects of employee engagement, it can lead to improved health and sentiments about work and the organization. Gallup (2006) found that engaged employees have better health and well-being.

Mindfulness, intrinsic motivation, creativity, honesty, non-defensive communication, and ethical behavior are all possible outcomes of engagement. Increased effort and, as a result, a more productive and happy worker (Kahn 1990, as referenced by Robertson-Smith and Markwick, 2009). Customer loyalty, employee retention, staff productivity, organizational advocacy, and corporate success are all possible results of engagement (Robertson-Smith and Markwick, 2009). In a Meta study of 7,393 business units from three firms, Harter et al. (2002) discovered that there is a link between employee engagement, customer happiness, productivity, profit, and employee turnover, which, in turn, leads to a higher possibility of company success.

### **CONCEPTUAL MODEL OF THE STUDY**





### RESEARCH GAP:

Numerous literatures are available in the field of employee engagement. However, there are limited studies related to drivers of employee engagement and organizational performance and there are no studies making the employee engagement as the mediator between drivers of employee engagement and organizational performance which makes the research gap of the present study. The study fulfills the gap in research by finding out the influence of drivers of employee engagement on organizational performance in the banking sector in Hyderabad

### OBJECTIVES OF THE STUDY

1. To find out the drivers of employee engagement in the Banking Sector in Hyderabad
2. To find out the impact of drivers of employee engagement on organizational performance of the Banking Sector of Hyderabad
3. To find out the relationship between employee engagement and organizational performance of the Banking Sector in Hyderabad.
4. To provide measures for better employee engagement and organizational performance among Banking Sector of Hyderabad

### HYPOTHESES:

1. Communication influences organizational performance.
2. Leadership influences organizational performance.
3. Work Life Balance influences organizational performance.
4. Employee Engagement influences organizational performance.

### RESEARCH METHODOLOGY

The present study is experimental in getting the results and aims to explain the realistic and vivid aspects of drivers of employee engagement and organizational performance in the Banking Sector in Hyderabad. The study population consists of bank employees of Hyderabad city.

The study was conducted with 324 bank employees of Hyderabad city from different banks. Data was gathered through a survey planned unambiguously for the study, developing from both primary and secondary sources. The collected data was studied using appropriate statistical tools as recommended by the latest Version of SPSS software. SPSS and AMOS

have been applied and the conceptual framework has been modified based on the output of the study.

Suggested measures for the banking sector to incorporate better employee engagement to greater organizational performance. The outcome of the study suggested a detailed insight into the factors of employee engagement which are efficient drivers of employee engagement and enhanced engagement which in turn leads to the increment of organizational performance in the banking sector of Hyderabad city. By means of discovering this association, the study is intended to give to the prevailing form of information in this arena and update applies that may have led to improved organizational performance.

### RESEARCH DESIGN AND SAMPLING

A quantitative research approach was used in the study to achieve its research objectives. A cross-sectional survey of drivers of employee engagement, employee performance and organizational performance was used to collect primary data. Non-probability purposive sampling was used to select a sample of bank employees employed in Hyderabad with 354 completed the self-administered web-based survey.

The questionnaire developed is a pre-tested questionnaire with form for demographic details. The questionnaire developed and data is collected with the help of a survey method in such a way that it would meet the objectives of the study and serve the purpose. The secondary data will be collected from books, journals, magazines, websites, etc.

**Table 1: BIOGRAPHICAL CHARACTERISTICS OF THE PARTICIPANTS**

	Particulars	Frequency	Percentage
Age	< 25 years	104	29.37
	26 – 40 years	145	40.96
	> 40 years	105	29.67
Gender	Male	197	55.64
	Female	157	44.35
Designation	Entry level	97	27.40
	Managerial level	148	41.80
	Senior level	109	30.79

**Table 1** represents a description of the participants' biographical characteristics and frequency distribution. A frequency distribution gives the frequencies of the set of data values being examined. The above tables give the information about the frequency distribution of demographic variables which includes age, gender and designation. Age of the respondents is taken in between 25 to 40 years, among which 104 is below 25 years, 145 are in between 26-40 years and 105 are above 40 years. In terms of gender 197 are male and 157 are female. Male frequency is more than female. Designation is studied at three levels i.e., entry, managerial and senior level. At entry level 97 responses were taken, at managerial level 148 responses are taken and at senior level 109 responses were taken.

### DATA ANALYSIS AND RESULTS

The purpose of the research is to find out the impact of drivers of employee engagement on organizational performance and to find out the relationship between the employee engagement and organizational performance of the Banking Sector in Hyderabad. SPSS and AMOS software tools have been applied to analyze the data.

### STATISTICAL TECHNIQUES:

To analyze the core data collected for the study and to evaluate the proposed drivers of employee engagement and organizational performance structural model (shown in Figure 1), many statistical approaches were applied. Item analysis is used to verify the reliability of latent

variable scales, confirmatory factor analysis is used to validate the measurement model, and structural equation modeling (SEM) is used to evaluate the structural model.

#### TESTING THE MEASUREMENT MODEL- ITEM ANALYSIS

**Table 2: CRONBACH'S ALPHA, AVERAGE INTER-ITEM CORRELATION, and MEAN AND STANDARD DEVIATION OF THE MEASUREMENT INSTRUMENTS.**

Scale	Items	Cronbach's alpha	Inter-item correlation	Mean	Standard Deviation
COMMUNICATION (COM)	11	0.77	0.49	37.91	7.70
LEADERSHIP (LS)	12	0.74	0.22	54.05	6.24
WORK LIFE BALANCE (WLB)	8	0.81	0.57	38.79	8.84
EMPLOYEE ENGAGEMENT (EE)	12	0.72	0.32	37.88	6.47
ORGANISATIONAL PERFORMANCE (OP)	8	0.74	0.33	35.87	6.24

All of the items included in the web-based survey were subjected to an item analysis. The Cronbach's alpha for each latent variable scale was satisfactory ( $> 0.70$ ) as shown in Table 2. (Nunnally, 1978). Cronbach's alpha value of communication 0.77 with 11 items, leadership is 0.74 with 12 items, work life balance is 0.81 with 8 items, employee engagement is 0.72 with 12 items and organizational performance is 0.74 with 8 items. The alpha coefficient suggesting that the items have relatively high internal consistency which is acceptable and hence data is considered to be reliable.

Apart from the Genos EI inventory, the average inter-item correlation for each latent variable scale was acceptable ( $> 0.30$ ) (Robinson, Shaver, & Wrightsman, 1991). The Genos EI inventory's average inter-item correlation was still judged 'extensive' ( $> 0.20$ ). (Robinson et al., 1991, p. 13). Inter-item correlation of communication is 0.49, leadership is 0.22, work life balance is 0.57, employee engagement is 0.32 and organizational performance is 0.33 shows the extent to which the scores on one item are related to the scores on all other items in the scale. Table 3 shows the degree to which the latent variables are linked and reveals that the various drivers are significantly connected.

**Table 3: INTER CORRELATIONAL MATRIX**

VARIABLES	COM	LS	WLB	EE	OP
COM	1.00	0.72	0.62	0.48	0.55
LS	-	1.00	0.43	0.44	0.42
WLB	-	-	1.00	0.47	0.58
EE	-	-	-	0.58	0.60
OP	-	-	-	-	0.58

A Correlational matrix is used to determine the relationship between two or several variables; Pearson correlation coefficient gives the linear association between the variables in the study. The correlation coefficient between the communication and leadership is 0.72, correlation coefficient between the communication and work life balance is 0.62, correlation coefficient between the communication and employee engagement is 0.48, correlation coefficient between the communication and organizational performance is 0.55. The correlation coefficient between the leadership and work life balance is 0.43, correlation coefficient between the leadership and

employee engagement is 0.44, correlation coefficient between the leadership and organizational performance is 0.42. The correlation coefficient between work life balance and employee engagement is 0.47, work life balance and organizational performance is 0.58. The correlation coefficient between employee engagement and organizational performance is 0.60. From the Table 3 it is clear that all the variables are strongly positively correlated.

**EVALUATING THE MEASUREMENT MODEL:**

Confirmatory factor analysis was conducted to evaluate the measurement model fit. It is used to test the factor structure of the variable in the study. The hypothesis that is developed is tested by the relationship between the observed variable and latent variable. Three separate measurement models were constructed for latent variable scales that comprised of subscales.

**Table 4: GOODNESS OF FIT STATISTICS**

Scale	$\chi^2$	p-value	RMSEA	GFI	AGFI
COM	45.33	0.000	0.081	0.99	0.99
LS	34.85	0.741	0.042	1.00	1.00
WLB	50.41	0.000	0.057	0.97	0.96
EE	35.25	0.000	0.025	0.87	0.88

Table 4 summarizes the measurement models for multidimensional measures that meet the criteria for the goodness-of-fit index (GFI) and adjusted goodness-of-fit index (AGFI) values (> 0.90) (Hair, Black, Babin, Anderson, & Tatham, 2006) and show either good fit (0.05) or reasonable fit (> 0.05 and 0.08) (Hair, Black, Babin, Anderson, & Tatham, 2006). This test is used to understand the distribution of data and to evaluate the sample data is representing the total population and to find out whether the hypothesis developed are either true or false. These findings suggested that the above-mentioned measurement models accurately reflected the empirical data.

**PARTIAL LEAST SQUARES PATH ANALYSIS**

**RELIABILITY ANALYSIS**

All of the items included in the web-based survey were subjected to a reliability analysis. Table 5 reveals that the latent variable scales' composite reliability (> 0.60) and average variance extracted (AVE) (> 0.50) were largely adequate (Hair, Ringle, & Sarstedt, 2011). The AVE values of EI (0.27) and work locus of control (0.38), on the other hand, were less than the crucial value of 0.50. The AVE score is a measure of construct validity that refers to the amount of variance that the construct captures. After reviewing the evidence, the researchers came to the conclusion that the AVE values of these latent variables did not have an undue influence on the results. As a result, the researchers came to the conclusion that the outer-measurement model fit was satisfactory. Each latent variable scale assessed the construct for which it was created. Despite the substantial inter correlations between the latent variables (Table 3), the variance inflation values (range from 1 to 2.208) were adequate (4.00) (Garson, 2016), indicating no collinearity.

**TESTING THE STRUCTURAL MODEL**

Table 5 reveals that work locus of control had a modest R square value and R square adjusted value (> 0.19), whereas psychological capital and employee engagement had a considerable R square value and R square adjusted value (> 0.33). (Chin, 1998). These findings indicated that the structural model fit was satisfactory. The route coefficients between the latent variables of interest are shown in Figure 2. At the 95 percent confidence level, five of the hypothesized linkages in the Drivers of engagement and employee engagement structural model were supported.

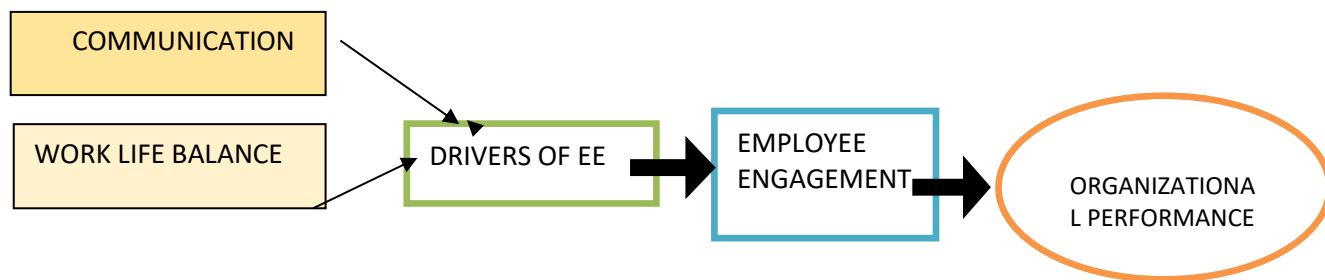


**Table 5: EVALUATION OF THE PARTIAL LEAST SQUARE INNER MODEL AND OUTER MODEL**

Scale	AVE	CR	R <sup>2</sup>	R <sup>2</sup> ADJUSTED
COM	0.71	0.87	-	-
LS	0.21	0.84	-	-
WLB	0.81	0.92	0.59	0.59
EE	0.69	0.89	0.55	0.54
OP	0.37	0.81	0.20	0.19

**INFERENCE:**

1. Communication influences organizational performance.
2. Leadership does not influence organizational performance.
3. Work Life Balance influences organizational performance.
4. Employee Engagement influences organizational performance

**Figure 2: FINAL PATH MODEL****DISCUSSION:**

The current research is used to find out the impact of employee engagement onto increasing the organizational performance by using different variables like communication, leadership and work life balance. The research had undergone inter correlational matrix analysis which proved a strong significant and positive relationship among the variables of the study. Confirmatory factor analysis was conducted to evaluate the measurement model fit. Three separate measurement models were constructed for latent variable scales that comprised of subscales. A Goodness of fit statistics is studied (Hair, Black, Babin, Anderson, & Tatham, 2006) which indicated models are accurately reflected. Then Partial least square path analysis is conducted by using AMOS to identify the final path model to examine the organizational performance.

The SEM findings usually corroborated the hypothesized correlations. The path analysis model had finally found out the final path of improving organizational performance by means of employee engagement and drivers of employee engagement (Abukhalifeh, 2013). The findings supported the impact of communication and work-life balance on employee engagement as well as organizational performance. (Hobfoll, 2001) According to the statistics, however, leadership had no impact on organizational performance. (Pérez-Fuentes et al., 2018; Turner & Stough, 2019) As a result, leadership may not always have a direct impact on employee engagement. It was evident, however, that some drivers of employees engagement supported other factors of employee engagement, as per the COR theory. (Myers, 2014)

Employee Engagement mediates between determinants of employee engagement and organizational performance, as seen in Figure 2. Therefore mentioned findings demonstrated the complexities of the drivers of employee engagement and its implications for employee engagement. The study gained insight into how multiple factors of employee engagement interact with one another and, as a result, enhance employee engagement by using a model that

investigates relationship dynamics between employee engagement and organizational performance ( Lesley Clack, 2020)

### **IMPLICATION FOR THEORY AND PRACTICE**

The present study makes significant contributions to the field of employee engagement and organizational performance. This study highlights the importance of engaging employee by working on their personal motives such as communication and work life balance as employee engagement leads to organization growth and development in the banking sector. The current study focus on the important role of employee engagement by means of drivers or carriers in attaining the organizational performance by maximizing the capabilities of personal resources. Concepts of employee engagement are better understood by studying various factors of engagement that leads enhancement of employees and their personal attributes in the banking sector. The current research consists of detailed study of demographics and underwent statistical analysis which showed different relations and Inferences. Firstly checked the internal consistencies and validity by means of Cronbach's alpha coefficient and Pearson correlation coefficient, which proved the collect data, is reliable and valid with desired responses. A inter correlational analysis is done to understand the correlation among the study variables which found a strong and positive correlation is existed among the variables. Study has also conducted confirmatory factor analysis to evaluate the measurement model fit and the goodness of statistic which determined the chi square value and levelof significances where the p-value of leadership is 0.741 which is not significant and p-values of remaining variables shows significance. These findings indicated that the structural model fit was satisfactory Later the study conducted partial least square analysis to find out the final path of the research to achieve the study goal. The study provided the data on inferential statistics also and found except leadership all other study variables Influences the organizational performances. The present study provides practical insights into how the banks in Hyderabad city can support and engage their employees by working on the factors of human resources that drives engagement in the employees. By doing so, organizations can not only improve their performance but also increase the well-being of their employees. The results of the existing study have functional inferences for administration, as they provide an intangible background for structuring engagement in organizations. The findings point to those industries can upsurge engagement by submission adequate particular resources and promoting an environment of engagement. Engaged teams are revealed to be not only dedicated and gratified but also artistic and fascinating, which leads to better-quality and enhanced performance (Ali Umrani and Umer Zaman ,2020). In brief, engaged employee act as treasured earnings to the company and their fellow beings.

### **LIMITATIONS AND FUTURE DIRECTIONS**

The present study has certain restrictions that should be measured carefully. One of the limitations is only the drivers of employee engagement are used for the study purpose where reviews show unlimited factors enhancing engagement. The drivers of employee engagement are studied in different contexts and scenarios (Adedap Oluwaseyi and Ojo202), hence the current research does not add much to the new diversions. Banking sector in

Hyderabad is already on the modules of employee engagement with different parameters where communication is used a lot. The study is limited in providing the drivers with little application which may have an impact on the validity of the hypothesis and Inferences. Nevertheless, the findings of the study are reliable with previous hypothetical and experiential indication, and the inter matrix correlation among the study variables suggests the multiple regression analysis is appropriate.

The originality of the study to use different set employees from the same banks to assess different magnitudes, which adds toughness to the results. The point to be note is few employees are very reluctant to completely reveal their work schedule and work culture. Furthermore, the study did not evaluate the reciprocal association amongst the variable creating difficulty to fully assess the influence on to the findings of the study.

Regardless of these limits, the research delivers significant visions on to the drivers of employee engagement and their role in enhancing the engagement. It also provided an opportunity to study the correlation among the study variables which are significant and positive.

The outcomes recommend that organizations might profit commencing capitalizing in human resources to improve engagement and progress profitability and productivity. These conclusions likewise highpoint the necessity for forthcoming investigation to additional discover approaches aimed at augmenting employee engagement in different industries and sectors

## **CONCLUSION:**

The findings showed how critical it is to use a model that captures the complexities of the drivers of employee engagement and its implications for employee engagement (Menguc et al., 2013). Many studies found the significant impact on the organizational performance by using different variable like satisfaction, motivation, perception and behavior analysis. The current research highlighted the importance of employee engagement in increasing the organizational performance by using different variables like communication, leadership and work life balance. The researchers made a significant addition to the field of employee and organizational performance by providing insight into how numerous personal resources of employees interact with one another and, as a result, enhance employee engagement.

The study was very successful in bringing out the inferences of the variables and their relationship with the organizational performance. The findings of the study supported the conservation of resources theory (Hobfoll, 1989), demonstrating that drivers of employee engagement such as communication and work-life balance contribute to employee engagement, which in turn leads to organizational performance. Employee engagement is boosted as a result of these personal resources as drivers of employee engagement. In light of this, the researchers suggest that human resource practices focus on creating personal resources in order to increase employee engagement

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