

Impact of Employee Engagement on Organizational Performance: The Case of Higher Educational Institute in Oman

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Abstract: Purpose: This study explores the factors impacting employee engagement on organizational performance at higher education institutions in Oman. It aims to explore the relationship between employee engagement and organizational performance at these institutions. By providing valuable insights and recommendations, this research aims to develop effective strategies that can boost employee engagement and enhance organizational performance. Design/ methodology /approach: A positivist research paradigm guides the assumption of this experiment study. This paradigm is characterized by the belief that reality is objectively observable and can be quantifiably measured and analyzed using statistical methods. Quantitative data was collected through a survey from individuals who were randomly selected from HEIs' field to participate in the study. The study utilized a quantitative research approach, employing descriptive statistical tools. Findings: The findings suggest that employee engagement improves organizational performance. The study highlights the varying impact of vigor, dedication, and absorption on organizational performance in a higher education institution in Oman, which may expose the generalizability of the findings. It also revealed new possibilities for further research in similar locations, which will help to validate the results obtained so far. Originality/value: This research provides quantitative insights into the relationship between employee engagement and organizational performance. Exploring this relationship and offering valuable suggestions to enhance organizational performance in Oman's higher education institutions contributes to the existing body of knowledge.

Keywords: Employee Engagement, Organizational Performance, Higher Education Institutes.

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Introduction

Research Background

In today's rapidly evolving academic landscape, higher education institutions are increasingly focusing on fostering environments that promote effective engagement among their staff. Employee engagement, characterized by Vigor, Dedication, and Absorption, has been recognized as a pivotal factor influencing organizational outcomes (Schaufeli & Bakker, 2021). In Oman's higher education context, engaging academic

and administrative staff is crucial for enhancing educational quality, student satisfaction, and institutional reputation. Given Oman's unique cultural, economic, and educational dynamics, understanding how engagement impacts performance in this sector is essential (Al-Busaidi & Al-Shihi, 2022). The concept of employee engagement emerged and has been discussed among academics and practitioners. Employee engagement is considered a crucial factor in determining the success of any organization, including higher education institutions. The literature shows engaged employees are more productive, innovative, and committed to the organization's goals. Understanding the impact of employee engagement on organizational performance is critical for enhancing the quality of education and the overall effectiveness of these institutions within Oman.

Dynamic shifts and continuous changes within the organization and its environment are essential to achieving and sustaining competitive advantage. Hence, organizations constantly seek ways to improve performance and gain a competitive edge. Employee engagement has attracted attention from various stakeholders, such as Government policymakers (e.g., MacLeod and Clarke 2009), HR practitioners (e.g., Harter et al. 2002), and academics (e.g., Kan 1990; May et al. 2004; Schaufeli et al. 2002).

To understand the components of employee engagement, it is important to highlight various elements, such as motivation, job satisfaction, and commitment. According to this approach, this research tries to know how employee engagement affects the organizational performance of higher education institutes in Oman; and also to find out what are the factors that enhance or block employee engagement in higher education institutes in Oman

Research Problem Statement

Higher employee engagement has been identified as an essential factor in the success of organizations, however, there are limited studies that explore higher education institutes, especially in Oman (Kumar & Pansari, 2020). The majority of these institutes struggle with keeping the level of employee engagement high, which affects job satisfaction, increases turnover rate, and in turn reduces organization's performance. This study seeks to fill the gap by examining the extent to which employee engagement, directly and indirectly, impact the performance of higher education institutes in Oman.

Significance of the Study

Moreover, it is of significance, promising to provide useful information about the predictors of employee engagement sector-wise (higher education institutes and online) and where additional data has been collected. Through the findings, the underlying dynamics will be identified, and these in turn could be used to assess institutional leaders and policymakers in Oman in enacting context-sensitive interventions to increase engagement levels and contribute to the economy of scale and the research agenda on employee engagement in the Middle East as a benchmark for comparative studies and regional analyses.

Omani HEIs, mainly governmental, risk falling behind in a competitive global educational landscape if these problems are not addressed. Disengaged employees contribute to a stagnant learning environment, hindering

student development and reflecting on organizational performance. Hence, they impact Oman's human capital growth.

This research bridges the knowledge gap regarding employee engagement, specifically in Oman HEIs, by providing contextually relevant insights and equipping the stakeholders with valuable information to cultivate more engaged employees with various strategies. This, in return, enhances organizational performance.

Scope of Research Limitation

The research on "Impact of Employee Engagement on Organizational Performance: The Case of Higher Educational Institute, Oman" has several limitations that must be acknowledged to understand the scope and applicability of the findings:

The targeted participants are in Muscat Governorate only in Oman. In addition, the sample size covers only 40 participants, and it limited research time.

Research Aims and Objectives

This research aims to bridge the knowledge gap by exploring the factors that drive employee engagement within Omani HEIs across all staff categories. By recognizing these factors, HEIs can develop strategies to foster more engaged employees, ultimately enhancing organizational performance.

- To explore employee engagement factors in HEIs and their impact on organizational performance.
- To measure the employee engagement level of faculty, administrators, and support staff in HEIs.

Literature Review

Definitions and Theoretical Frameworks

Khan (1990) defines employee engagement as "the harnessing of organization members slaves to their work role in engaging people employee and express themselves physically, cognitively, and emotionally during role performance." In addition, As mentioned by (Baumruk, 2004; Richman 2006 and Shaw 2005), employee engagement has been defined as an emotional and intellectual commitment to the organization. (Frank et al., 2004) stated the amount of discretionary effort exhibited by employees in their jobs. It is acknowledged that the employee engagement concept is a multifaceted construct as suggested by (Khan, 1990). Truss et al., (2006) define employee engagement in simple words as its passion for work, and this reflects the psychological state which is seen to encompass the three dimensions of employee engagement discussed by (Khan, 1990) and captures the common theme running through all definitions.

(Shrestham, 2019) defines employee engagement as employees' emotional commitment and active involvement in their work, the organization, and its goals. Organizational performance represents the organization's overall effectiveness, productivity, and success. Considering this definition, the focus is on the emotional and psychological bounds between employees and their work, the organization, and objectives. In contrast, organizational performance measures how well an organization successfully reaches its intended goals and desired outcomes.

Employee engagement definitions vary based on various themes, for instance, energy and motivation, where researchers internal drive and effort employees bring to work (Kahn, 1990; Demerouti et al., 2001; Wrzesniewski & Dutton, 2001); emotional investment theme definitions highlight positive fulfilments fulfilling work-related state of mind that is characterized by vague or dedication and absorption (Bakker & Schaufeli (2000), Pierce et al. (2014), Wrzesniewski & Dutton (2001), this focus on emotional connection and positive feelings toward work. While (Truss et al. (2003), Organ (1988), and Lehman & Lewis (2007), have focused on reflecting dedication and effort invested in work. They defined the emotional and behavioural states directed toward work as characterized by high levels of effort and resistance as behavioural outcomes.

As mentioned by (Gyensare et al., 2017), employee engagement positively impacts organizational performance by enhancing team performance, boosting productivity, promoting employee retention, minimizing turnover, and mitigating burnout. On the other hand, the view arises with (Fetriah & Hermingshil, 2023), where perceived organizational support shows a negative and insignificant effect on employee performance yet a positive and significant effect on employee engagement. This suggests organizational support is crucial for engagement but does not directly translate to performance. Various studies in the research as revealed by (AMIN, 2020; Fetriah & Hermingsih, 2023; Fristin et al., 2019; Garg, 2017; Kurniawati & Raharja, 2022; Olakunle, 2021; Prajapati, 2022; Rembulan et al., 2022; Zakaria, 2022)) which reflected that the relationship between employee engagement and organizational performance is complex and multifaceted. While there is a common consensus on the positive impact of employee engagement on performance. Factors influencing the relationship can vary and may not always directly lead to improved performance. In addition, studies reported by (Afkar & Sayekti, 2020; Fetriah & Hermingsih, 2023; Fristin et al., 2019; Garg, 2017; Olakunle, 2021; Rembulan et al., 2022) stated that organization and support motivation, leadership style, communication, and culture play a significant role in shaping engagement, but their effects on performance can be indirect and mediated by other variables such as employee satisfaction and commitment.

These aspects are crucial in the academic context, where faculty and staff engagement directly influence teaching quality research output and student satisfaction levels. As a result, there is room for further investigation to focus on a holistic approach that fosters engagement through various strategies, recognising that its translation into performance may require additional supportive measures and exploring the relationship between employee engagement and organizational performance in Higher Education Institutions. While retrieving the literature, there is much research on the Western context; however, limited Omani context within Higher Education Institutes found, also studies focused on exploring employee engagement among faculty

members; yet, there is an opportunity to explore employee engagement factors among administrative and support staff members.

Employee engagement is not just about being happy at work. Employees feel deeply connected to their colleagues, work, and mission (GUO & Hou, 2022). Engaged employees are emotionally invested and motivated to go the extra mile. This engagement is fuelled by factors like positive workplace culture, clear communication from leadership, and a sense of trust and respect (Stewart et al., 2019). Engaged employees understand the organization's goals and actively collaborate to improve performance (Hui et al., 2020).

The benefits of a highly engaged workforce are clear: increased profitability and better employee performance. One key drive of engagement is offering opportunities for career development (Aboramadan et al., 2020).

When employees see the growth path, they feel more valued and motivated. The sense of purpose translated to greater loyalty and commitment to the organization's success. In addition, career development equips employees with the skills they need to excel in their current roles and prepares them for future advancement within the organization.

As stated by (Goud and Tiwari, 2022), Leaders are the backbone of a thriving workforce. By fostering A supportive and motivated work environment, they unlock the potential for high employee engagement. This translates to a happier, more productive team that consistently achieves goals. Effective leadership goes beyond giving orders. It is about clear communication, providing constructive feedback, and empowering employees to make decisions. This combination creates a ripple effect: engaged employees drive better organizational performance. (Dubrin, 2022). In contrast, poor leadership can significantly damage engagement retention and the organization's bottom line (Abdulrahman & Taqi Addin, 2020).

Organizational Performance

Organizational performance is the scorecard of organizational success. It measures how well an organization achieves its goal across various aspects like productivity, profit, customer satisfaction, and innovation (Robinto et al., 2020). High performance is the key to long-term survival and thriving in a competitive market. Engage employees contributes to organizational performance; organizations that invest in employee development and recognition significantly boost engagement (Sepahvand & khodashhri, 2021). This means that offering opportunities for employees to learn new skills to advance their careers and benefit from mentorship programs by showing employees their gross matters organization fosters a sense of value and purpose.

Organizational performance involves comprehensive metrics that assess how effectively an organization meets its strategic goals. According to Robinto et al. (2020), this encompasses financial outcomes and factors like innovation, customer satisfaction, and internal process efficiency. Robust organizational performance is frequently regarded as a pivotal indicator of an organization's vitality and enduring sustainability, reflecting its capacity to vie in the marketplace effectively. Employee engagement stands as a closely intertwined factor with

organizational performance. Engaged employees typically exhibit elevated levels of motivation, fostering heightened organizations that allocate resources toward nurturing their employees' potential through development initiatives and acknowledgment endeavours that often witness amplified levels of engagement. Investments in employee development may include training, mentorship, and career progression opportunities that align with organizational objectives (Sepahvand & Khodashhi,2021).

High organizational performance is a key indicator of an organization's health and long-term success, reflecting its ability to compete effectively in the market.

Employee engagement is intimately linked to organizational performance. Engaged employees show higher motivation levels, which translates into better productivity and efficiency (Sepahvand & Khodashhri, 2021).

Furthermore, organizations that invest in their employee's potential through development programs and recognition initiatives tend to experience a high level of engagement. These investments may include training programs, career advancement opportunities, and mentorship programs which enhance skills in imbue employees with a sense of worth in alignment with organizational goal. (Sepahvand & Khodashhri, 2021).

Theories Underpinning the Research

Organizational Support Theory (OST)

According to the organizational support theory, employees tend to develop beliefs regarding their organization's level of concern for their well-being and how much it values their contribution. If employees perceive that their organization provides a higher level of support, they tend to feel emotionally connected to the organization, have higher job satisfaction, and exhibit more engagement. (Eisenberger et al.,1986). Employees who feel supported are more inclined to surpass their basic job expectations, thereby contributing to improving organizational performance.

The theory holds significant importance in comprehending employees' sociological state concerning their perception of support from their employers. It elucidates that white initiatives aimed at enhancing employees' perception of organizational support can lead to increased engagement and subsequently yield better organizational outcomes.

The JD-R Model

The JD-R Model is a framework that explains how working conditions impact employee behavior. According to the theory, job demands can deplete employee resources and lead to burnout. In contrast, job resources can help employees achieve work goals, reduce job demands, and promote personal growth, learning, and development. Physical, psychological, social, or organizational resources are essential for fostering employee engagement

(Bakker & Demerouti, 2007). Engaged employees are more likely to contribute positively to organizational performance through improved service delivery, innovation, and productivity (Bakker, 2011).

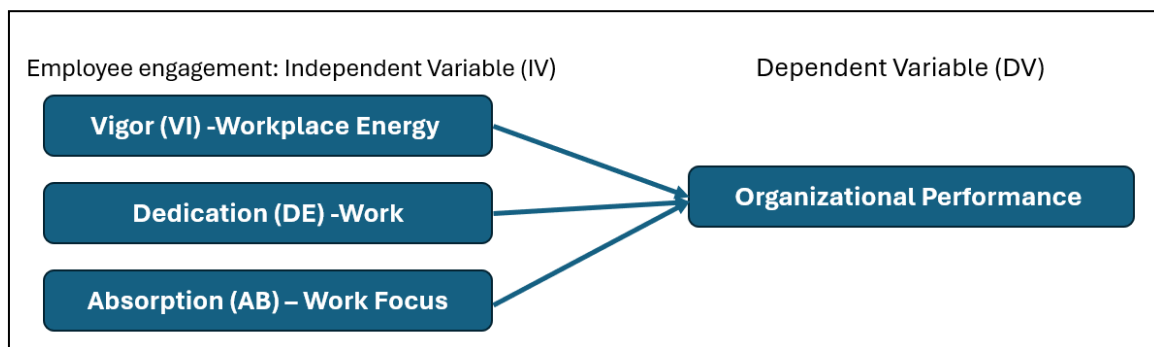
The research uses the JD-R model because it is instrumental in identifying specific factors within the workplace that can hinder or enhance employee engagement. By understanding these factors, organizations can strategically develop interventions that reduce job demands and augment job resources, boosting engagement and performance.

Conceptual Framework

Employee Engagement: Independent Variable

Organizational Performance: Dependent Variable

Conceptual Framework



Research Question:

To what extent do employee engagement factors influence organizational performance in HEIs in Oman?

H1: Workplace energy significantly impacts on organizational performance.

H2: Work commitment significantly impacts organizational performance.

H3: Work focus significantly impacts organizational performance.

Research Methodology

Research Design: This study examines the impact of employee engagement on organizational performance through quantitative research. The study involves gathering and analyzing numerical data to test hypotheses about the connection between engagement levels and various performance metrics in organizations. The quantitative approach is preferred as it provides unbiased results that can be applied across different contexts (Creswell & Creswell, 2018).

This research will employ a quantitative approach to systematically evaluate hypotheses regarding the associations between employee engagement and organizational performance. Quantitative methods are deemed suitable as they enable the meticulous measurement and statistical examination of data obtained from a sizable sample, thereby allowing for the extrapolation of findings to a broader population (Creswell & Creswell, 2018).

Data Collection Method:

in this research, data collection will involve the dissemination of a carefully structured survey incorporating a rating scale. The survey will be distributed electronically online to employees in higher education institutes. Participant selection will adhere to a random sampling technique, thereby enhancing the likelihood of simply reflecting the population at larger and consequently increasing the general liability of findings to a broader audience. (Bryman, 2016).

Sampling And Sample Size

This study's sampling strategy was randomly selecting a sample from a large group of people. This method is considered adequate because it helps avoid favoritism and ensures that everyone in the population gets a fair chance to be part of the sample. It is crucial because it means we can apply our findings to everyone in the population, not just a few.

Sample size: In this research, the sample of 40 participants might seem small in quantitative research terms, but it is chosen based on what is needed for this study and the resources available due to the limited duration and scope. Even though it is not a huge group, having 40 participants can give some important earlier insights and help us support the trend in the data.

Data Collection

In this research, data collection will be facilitated through the utilization of a structure online questionnaire primarily selected for its cost effectiveness convenience and capacity to rapidly engage in diverse array of participants(Bryman, 2016). The a structured online questionnaire will be used to collect data and then will be tested on a small group of participants of 40 to ensure its clarity reliability and validity.

Measurement Instrument

In this research questionnaire is used and divided into sections:

Employee engagement: The Utrecht Work Engagement Scale (UWES) has been modified to assess vigor, dedication, and absorption levels on a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree) (Schaufeli & Bakker, 2003).

Organizational performance: Participants will be asked to rate their perception of their performance in areas such as overall productivity, profitability, customer satisfaction, and innovation. Each item will be rated on a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree) (Schaufeli & Bakker, 2003).

In this research, data will be collected, coded, and analysed using the statistical software SPSS. Statistics will be used to summarize the main study variables. The analysis examined the relationship between employee engagement and perceived organization and performance (Tabachnick & Fidell, 2013).

Data Analysis and Findings

Table1.

Questionnaire Items	Survey Questions	Frequency %					Mean	Standard Deviation
		SD	D	N	A	SA		
Employee Engagement Vigor (VI) (Workplace Energy) EEV1-6	1. I look forward to going to work when I wake up in the morning.	SD	D	N	A	SA	3.897	1.021
	2. I feel very energetic at work.	SD	D	N	A	SA	3.923	0.900
	3. I keep trying at work, even when things get tough	SD	D	N	A	SA	4.282	0.793
	4. I can work for a long time without stopping	SD	D	N	A	SA	3.846	1.089
	5. I stay strong under pressure at work	SD	D	N	A	SA	4.103	0.852
	6. I feel strong and full of energy at work	SD	D	N	A	SA	3.718	0.944
Grand Mean							3.962	
Grand Standard Deviation							0.200	

Data Analysis of Employee Engagement Survey

The analysis of the first six items of the survey indicates that most participants view the current status of their work engagement and energy levels as positive, with the overall scores being higher than average. The analysis results demonstrate an agreement directed towards a high level of job satisfaction and commitment, with an overall mean of 3.962 and a grand standard deviation of 0.200. This low standard deviation points out that most respondents' answers are closely clustered around the mean, indicating consistency in responses across the sample.

The mean score for the third item, "I keep trying at work, even when things get tough," was the highest (M =

4.282, SD = 0.793), highlighting that resilience and perseverance are notably strong among the employees. This is closely followed by the fifth item, "I stay strong under pressure at work" (M = 4.103, SD = 0.852), which further illustrates the employees' ability to manage stress effectively.

In contrast, the lowest mean was observed for the sixth item, "I feel strong and full of energy at work" (M = 3.718, SD = 0.944), suggesting some variability in perceived energy levels, which could indicate areas where additional support might be beneficial.

The statistical results of section one indicates that the highest means were observed for participants' perceptions of their ability to keep trying and stay strong under pressure, suggesting these are more practiced than other aspects of engagement. The lowest mean related to energy levels indicates a perceived inconsistency in maintaining physical and mental Vigor at work. These findings reflect the need for more engagement in wellness programs to enhance energy levels and sustain high performance.

Participants believe that resilience (Item 3) and coping under pressure (Item 5) are managed and executed better than maintaining energy throughout the workday (Item 6), though there is still some scope for enhancement.

Overall, the survey results underscore a highly engaged workforce with great resilience and capability to work under pressure. However, the slight inconsistency in energy levels across the board suggests a potential area for improvement through targeted interventions to enhance physical and mental well-being. Such initiatives could help maintain high engagement levels and improve overall job performance and organizational commitment.

Table 1.

Questionnaire Items	Survey Questions	Frequency %					Mean	Standard Deviation
		SD	D	N	A	SA		
Dedication (DE) - Work Commitment DE 1-5	To me, my job is challenging.	SD	D	N	A	SA	3.744	0.966
	My job inspires me	SD	D	N	A	SA	4.231	0.742
	I am enthusiastic about my job	SD	D	N	A	SA	3.949	0.972
	I am proud of the work that I do	SD	D	N	A	SA	4.231	0.872
	I find the work that I do full of meaning and purpose	SD	D	N	A	SA	4.051	1.099
		SD	D	N	A	SA		
Grand Mean							4.041	
Grand Standard Deviation							0.206	

Data Analysis of Employee Engagement Survey: Dedication and Work Commitment

The analysis of the first five items of the survey focused on dedication and work commitment indicates that most participants view the current status of their employee engagement as highly positive, with the overall scores being above average. The analysis results demonstrate a strong alignment directed towards a high level of job inspiration and commitment, with an overall mean of 4.041 and a grand standard deviation of 0.206. This low standard deviation indicates that most respondents' answers are closely clustered around the mean, suggesting consistency in positive responses across the sample.

The mean score for the second item, "My job inspires me," was the highest ($M = 4.231$, $SD = 0.742$), emphasizing that inspiration derived from work is notably strong among the employees. The fourth item parallels this score, "I am proud of the work that I do" ($M = 4.231$, $SD = 0.872$), illustrating the employees' pride in their contributions and satisfaction with their roles.

In contrast, the lowest mean was observed for the first item, "To me, my job is challenging" ($M = 3.744$, $SD = 0.966$), suggesting some variability in how challenging employees find their work, which could indicate areas where more engaging or complex tasks might be beneficial.

Statistical results of this section indicate that the highest means were observed for participants' perceptions of inspiration and pride in their work, suggesting these aspects are more resonant than others in fostering work commitment. The lower mean related to job challenge indicates a perceived inconsistency in how stimulating the work is. These findings highlight the importance of maintaining challenging and meaningful work to keep engagement levels high.

Participants believe that feeling inspired by and proud of their work (Items 2 and 4) are aspects managed and executed better than finding the work challenging (Item 1), though there is still some scope for enhancement to ensure all employees find their roles stimulating.

Overall, the survey results underscore a workforce that is highly committed and finds deep meaning in their work, showing great dedication and satisfaction. However, the slight inconsistency in perceived challenge across the board suggests a potential area for improvement through targeted interventions aimed at increasing the complexity and engaging aspects of work. Such initiatives could help in maintaining high dedication levels and further improve overall job satisfaction and organizational commitment.

Table 3.

Questionnaire Items	Survey Questions	Frequency %					Mean	Standard Deviation
		SD	D	N	A	SA		
Absorption (AB) –	When I am working, I forget						3.897	0.995

Work Focus AB 1-6	everything else around me.							
	Time passes quickly when I am working	SD	D	N	A	SA	3.436	1.021
	I lose track of time when I am working	SD	D	N	A	SA	4.026	0.903
	It is hard for me to stop thinking about work	SD	D	N	A	SA	3.769	1.158
	I get deeply involved in my work	SD	D	N	A	SA	3.667	1.084
	I feel happy when I work hard	SD	D	N	A	SA	3.658	0.938
Grand Mean							3.742	
Grand Standard Deviation							0.206	

Data Analysis of Employee Engagement Survey: Absorption and Work Focus

The analysis of the first six items of the survey, which assesses the level of absorption and focus on work, indicates that most participants experience a considerable degree of immersion in their job activities, with the overall scores being above average. The results demonstrate a pronounced commitment to work, with an overall mean of 3.742 and a grand standard deviation of 0.206. This low standard deviation signifies that most respondents' answers are closely clustered around the mean, indicating participants' uniform perception of work absorption.

The mean score for the third item, "I lose track of time when I am working," was the highest ($M = 4.026$, $SD = 0.903$), highlighting a strong sense of flow and engagement among the employees. This indicates that when engaged in work tasks, employees are likely to become fully immersed, to the extent that they lose awareness of the passage of time.

Conversely, the lowest mean was observed for the second item, "Time passes quickly when I am working" ($M = 3.436$, $SD = 1.021$), suggesting some variability in how quickly employees perceive time to pass during work. This lower score may point to differing levels of task engagement or the nature of the tasks, which could vary in their capacity to captivate attention.

Statistical results of this section indicate that the highest means were observed for participants' perceptions related to losing track of time, signifying that these moments of deep focus are more pronounced than the general speed at which time passes during work activities. The lower mean related to the perception of time passing quickly underscores an area where increasing task engagement could further enhance absorption.

Participants believe that their ability to lose track of time (Item 3) and their difficulty in disengaging from work thoughts (Item 4, $M = 3.769$, $SD = 1.158$) are managed well, reflecting a high level of work immersion. However, the variations in how absorbed they feel in routine work activities (Item 5, $M = 3.667$, $SD = 1.084$) and their happiness associated with hard work (Item 6, $M = 3.658$, $SD = 0.938$) suggest room for enhancing how work is structured and the motivational factors involved.

Overall, the survey results demonstrate a workforce that is capable of deep work focus and absorption, indicative of high levels of employee engagement. However, the variability in how time perception and overall happiness during hard work are experienced suggests potential areas for improvement. By fostering an environment that enhances the captivating aspects of tasks and aligns motivational incentives with the nature of the work, the organization can strengthen this immersion, thereby boosting productivity and overall job satisfaction.

Table 4.

Questionnaire Items	Survey Questions	Frequency %					Mean	Standard Deviation
Organizational Performance OP 1-5	I can freely give my opinion about the institute's management	SD	D	N	A	SA	3.769	0.902
	No one leaves our institute because of internal issues	SD	D	N	A	SA	3.513	1.144
	Employees are very dedicated to the institute.	SD	D	N	A	SA	3.692	0.950
	The management team gives helpful feedback on complaints	SD	D	N	A	SA	4.051	0.999
	I am satisfied with my institute's management team	SD	D	N	A	SA	3.59	1.163
Grand Mean							3.723	
Grand Standard Deviation							0.208	

Data Analysis of Employee Engagement Survey: Organizational Performance

The analysis of the five items of the survey related to organizational performance and employee perceptions of management indicates that overall, participants have a moderately positive view of the institute's management, with the overall scores being above average. The analysis results demonstrate a general agreement with positive sentiments about management practices, with an overall mean of 3.723 and a grand standard deviation of 0.208. This low standard deviation indicates that responses are relatively consistent across the sample, suggesting a uniform perception among participants.

The mean score for the fourth item, "The management team gives helpful feedback on complaints," was the highest ($M = 4.051$, $SD = 0.999$), highlighting effective communication and responsiveness from the management as a strong aspect of the organization. This reflects a management style perceived as supportive and responsive to employee concerns, facilitating a positive work environment.

In contrast, the lowest mean was observed for the second item, "No one leaves our institute because of internal issues" ($M = 3.513$, $SD = 1.144$), suggesting some concerns about internal stability and employee retention. This variability in scores could indicate areas where improvements in organizational culture and internal conflict resolution could be beneficial.

Statistical results of this section indicate that the highest means were observed for participants' perceptions of the management's responsiveness and effectiveness in handling complaints, suggesting that these areas are strengths within the organization. The lower mean related to employee retention and satisfaction with management's handling of internal issues highlights potential areas for improvement.

Participants believe that the management's feedback on complaints (Item 4) is managed and executed better than their handling of internal issues that could lead to employee turnover (Item 2), though there is still some scope for enhancement in this area.

Overall, the survey results underscore a generally positive outlook towards the management at the institute, with high scores for management responsiveness to complaints. However, the slight inconsistency in perceptions related to internal stability and satisfaction with management suggests potential areas for improvement. Enhancing communication strategies, addressing internal conflicts more effectively, and ensuring a transparent approach to management decisions could help in maintaining high levels of organizational performance and further improve overall job satisfaction and employee retention.

Discussion

The survey findings on employee engagement and organizational performance within the context of HEIs in Oman reflect the broader theoretical frameworks discussed in the literature review. This study supports the Job Demands-Resources (JD-R) model and Organizational Support Theory (OST) by confirming employee engagement's crucial role in improving organizational performance.

Alignment with Organizational Support Theory

The survey findings show that employees have rated management's responsiveness positively ($M = 4.051$, $SD = 0.999$). This aligns with Organizational Support Theory, which suggests that when employees perceive higher levels of organizational support, they tend to have higher job satisfaction and engagement (Eisenberger et al.,

1986). Employees who perceive management feedback as supportive tend to have a strong emotional attachment to the organization, leading to increased willingness to contribute to organizational goals as per the OST effectively.

The survey also revealed concerns about internal stability and employee retention ($M = 3.513$, $SD = 1.144$), which might highlight a possible area where perceived organizational support could be lacking. Enhancing internal conflict resolution strategies could thus be a crucial area for development to prevent turnover and increase overall organizational commitment.

Integration with the JD-R Model

Further, the findings related to employee vigor and dedication correlate with the JD-R model, which emphasizes the role of job resources in fostering employee engagement by mitigating job demands and promoting personal growth (Bakker & Demerouti, 2007). The high scores for employee perseverance ($M = 4.282$, $SD = 0.793$) and pride in work ($M = 4.231$, $SD = 0.872$) reflect significant job resources that help employees achieve work goals and stimulate engagement. However, the variance in perceptions of energy levels and the challenge of work (lowest mean at $M = 3.744$, $SD = 0.966$) indicate an area where additional resources might be needed to enhance engagement fully. Providing more challenging and engaging tasks could serve as additional job resources that reduce burnout and increase job satisfaction, aligning with the JD-R model's recommendations for enhancing employee productivity and organizational performance.

Implications for Practice and Policy

The strong link between employee engagement and organizational performance observed in this study is consistent with the assertions of (Gyensare et al.,2017), who noted that engaged employees are more likely to contribute positively to organizational outcomes such as productivity, innovation, and customer satisfaction.

The study aims to enhance understanding of Oman Higher Education Institute's context, proposing that targeted strategies like communication, leadership development, and conflict resolution can be effective.

Theoretical and Practical Contributions

Expands on established theories while also providing fresh perspective on how to apply these theories within a particular cultural and institutional context it eliminates the intricate process of fostering employee engagement within higher education institutions in Oman, offering insights for similar organizations encountering comparable obstacles. In addition, by looking at administrative and support staff, this builds on previous research that has predominantly looked at academic staff, to provide a much fuller picture of levels of employee engagement in higher education institutions.

Limitations of the Study

Despite being an important insight into the relationship of the engagement of employees and the performance of higher education institutions in Oman, it is important to recognize its limitations. One of those limitations is that the study was carried out in a specific cultural and institutional context where it is not clear to what extent the findings can be generalized to other locations or other sorts of organizations. Aside from the lack of external validity of the study, there is the sample size.

The sample size in the present research was adequate to conduct the preliminary analysis. However, it is a small sample size relative to other studies and other reports, and this could undermine the robustness of the conclusion reached and its statistical power. Another limitation of the study was the reliance on self-reported data, which could lead to bias in the data set of either social desirability or just plain old response bias, which would make the respondents inclined to report their engagement levels inaccurately.

Furthermore, while the quantitative approach may lead to more systematic, replicable data sets, it can also miss interpersonal dynamics and idiosyncratic individual differences that the qualitative method could uncover.

Significance of the Findings

The findings of this study have significant implications for practical applications and theoretical advancement in the field of organizational behavior. Specifically, the study sheds light on the relationship between employee engagement and organizational performance in the Middle Eastern educational sector, focusing on Higher Educational Institutes in Oman. The research adds to the existing literature on employee engagement by providing quantitative evidence that vigor, dedication, absorption, and commitment significantly impact performance metrics in this sector.

The study emphasizes the vital role that engagement factors play in improving communication, dedication, and operational effectiveness. These factors are crucial in achieving educational and institutional objectives. The study proves that targeted engagement strategies should be integrated into organizational development programs. Academic institutions in regions like Oman can benefit from promoting a highly engaged workforce. Doing so can boost job satisfaction, increase retention, and enhance institutional effectiveness.

Aligning employee motivations with organizational goals is crucial for success. educational institutes can improve outcomes by creating an engaged work environment that enhances performance, loyalty, and commitment. This is essential for maintaining competitiveness in the evolving global education sector.

Furthermore, the knowledge acquired from this research could be of tremendous value to administrators, policymakers, and human resources experts seeking to establish leadership development programs and boost

performance by prioritizing engagement strategies. As academic establishments continue to acknowledge the significance of their workforce in realizing strategic objectives, the capacity to foster and elevate employee engagement may emerge as a critical competitive edge.

The present study addresses a significant gap in the literature by providing valuable insights into a non-Western educational situation. The researcher offers actionable guidance to academic leaders who aspire to enhance their institution's performance by implementing deliberate improvements in employee engagement measures. This study's findings are of particular importance to researchers and practitioners seeking to broaden their understanding of effective leadership practices in diverse cultural contexts.

Conclusion

This research study underlines how crucial employee engagement is for higher education institutes in Oman. Items to that engaged employees positively impacted organizational performance and pinpoint areas for improvement the research aims to offer insights for leaders and policymakers to share HR strategies that nature high engaged and high-performing workforce by identifying factors influencing employee engagement this is study could boost institutional performance and innovate education quality the findings could inform the development of effective HR policies and practices that encourage employee engagement and ultimately result in improved organizational outcomes.

This research study shows how employee engagement influences organizational performance. The findings showed that energy commitment and focus positively affect organizational performance. This study stresses the pivotal role of employee engagement in fostering communication, teamwork, and reaching organizational goals. It also highlights how a higher engagement level enhanced job satisfaction and organizational performance in higher education settings.

This study demonstrates the need to invest in employee engagement initiatives in educational institutions for improved productivity and outcomes. Implementing programs to enhance job satisfaction and commitment can bring significant benefits in the evolving educational landscape. While there are limitations like sample size and self-reported data, the research has implications for both researchers and practical application. Further investigation with participants is essential to understand the broader relevance of the findings. In addition, incorporating objective metrics for employee engagement and organizational performance could enhance credibility.

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