

A STUDY ON IMPACT OF EMPLOYEE ENGAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE OF HIGHER EDUCATIONAL INSTITUTION (HEI)

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ABSTRACT

This research aims to investigate the relationship between employee engagement practices and organizational performance in Higher Educational Institutions (HEIs). Employee engagement is recognized as a critical factor influencing organizational success, and HEIs play a vital role in economic development. The study explores various engagement practices and their impact on key performance indicators within the HEI context. Data were collected through surveys and organizational performance metrics to analyse the correlation between engagement initiatives and overall organizational success. The study selected five employee engagement practices as independent variables and tested their impact on organizational performance (dependent variable) using structural equation modelling (SEM). The findings provide valuable insights for HEIs seeking to enhance their employee engagement strategies and subsequently improve their performance in a competitive business environment.

Keywords: Organizational success, Employee Engagement, Higher Educational Institutions (HEIs).

INTRODUCTION

In the contemporary business landscape, Small and Medium-sized Enterprises (Higher educational institution (HEI)) play a pivotal role in fostering economic development, innovation, and job creation. As these enterprises navigate the complexities of a dynamic and competitive market, the significance of their human capital becomes increasingly evident. Recognizing the transformative potential of engaged employees, this study endeavors to investigate the nuanced impact of employee engagement practices on the organizational performance of Higher educational institution (HEI) (Soane, 2013).

Employee engagement refers to the degree of dedication and loyalty that employees demonstrate towards their work, as well as the duration of their tenure as a result of this commitment. The foundation of this is established through trust, the exchange of information,

and a strong dedication to fulfilling obligations (Bishop & Crooks, 2019; Barney, 1991). Additionally, it is implementing modifications in the work environment to optimize employee performance. Furthermore, employee engagement refers to the level of enthusiasm and dedication that employees have towards their jobs, their commitment to the organisation, and their willingness to go above and beyond in their work (Hassan & Shoaib, 2014; Kahn, 1990). Engagement commences from the initial phase of the recruitment process and persists until retirement, becoming an ongoing endeavor. It entails a cooperative endeavor including HR Managers and the workforce. HR Managers exert significant influence over the level of staff engagement. Engaged personnel exhibit a strong emotional connection to their organisations and actively participate in its activities. HR Managers must so establish conditions that promote employee engagement.

Employee engagement, a multifaceted concept encompassing the emotional and intellectual commitment of employees to their work and the organization, has gained prominence as a critical driver of organizational success. For Higher educational institution (HEI), where resources are often limited, the effective engagement of employees takes on heightened importance. However, despite its recognized importance, there exists a gap in understanding how specific engagement practices influence organizational performance within the unique context of Higher educational institution (HEI).

This research aims to bridge this gap by exploring the intricate relationship between employee engagement practices and organizational performance in Higher educational institution (HEI). The study focuses on key dimensions that encapsulate various facets of employee engagement, including Team & Leadership, Employee Participation, Communication Practices, Reward & Recognitions, and Well-being Measures. These dimensions are selected based on their relevance to the context and their potential to shape a positive organizational culture.

The rationale behind this study lies in the potential for Higher educational institution to strategically leverage employee engagement practices to enhance their overall performance. By understanding the impact of specific engagement initiatives on organizational outcomes, Higher educational institution can tailor their strategies to create a workplace environment that not only attracts and retains talent but also fosters innovation, productivity, and resilience in the face of challenges (Hackman & Oldham 1976; Patiar & Wang, 2020).

As the global business landscape evolves, Higher educational institution face unique pressures and opportunities. This study seeks to contribute to the existing body of knowledge by providing empirical insights into the relationship between employee engagement practices and organizational performance in the context of Higher educational institution (HEI). The findings of this research are anticipated to offer actionable recommendations for HEI leaders, human resource practitioners, and policymakers seeking to cultivate thriving and sustainable enterprises in the ever-changing business environment.

Research objective

- To identify different employee engagement practices adopted by Higher educational institution (HEI)
- To examine the impact of employee engagement practices on organizational performance of Higher educational institution (HEI).

LITERATURE REVIEW

Employee engagement is often overlooked and disregarded as a concern exclusive to major corporations or a mere distraction in small and medium-sized enterprises (Higher

educational institution (HEI)). However, the organization's size is inconsequential if employees experience a strong sense of job engagement. In such cases, they consistently surpass their regular responsibilities and demonstrate exceptional performance, hence enhancing the overall organizational performance. Given the difficulties that small and medium-sized enterprises (Higher educational institution (HEI)) encounter, it is crucial for them to use all available strategies to promote growth and enhance competitiveness, in order to thrive and endure in this highly competitive business environment.

(Armstrong, 2010) and Sendawulo et al. (2015) suggest that a workforce that is efficient, motivated, and skilled plays a crucial role in driving positive transformation. Organisations that have a significant level of employee engagement are better positioned to expand and prosper. Employee engagement is creating a work environment where all employees, from the lowest level to supervisors and HR Managers, are empowered to consistently perform at their Higher level (Sun et al., 2020).

After investigating the topic of employee engagement and its application, (Guest, 2013) and (Truss et al., 2013) came to the conclusion that motivated workers do superior work. In business, engagement is essential, particularly in the unpredictable climate of today. The current state of the economy encourages businesses to rationalise and pursue ongoing improvement in order to remain viable. However, in order to succeed, Higher educational institution must intentionally work to promote employee engagement as a strategic tool in order to remain competitive.

Remuneration encompasses both monetary and non-monetary rewards. An attractive remuneration package includes a sufficient salary as well as a combination of bonuses, additional monetary incentives, and non-monetary perks such as holiday and voucher schemes (Anitha, 2014). When individuals are provided with economic and socioemotional resources by their organisation, they feel a sense of obligation to reciprocate and repay the organisation (Cropanzano & Mitchell, 2005). The social exchange hypothesis, proposed by Blau in 1964, establishes a theoretical connection between an employee's happiness with their compensation and their level of involvement. According to this idea, employees are motivated to take action based on their expectation of receiving advantageous benefits. Positive impressions of the quantity of compensation received by employees from organisations were found to drive the display of positive workplace behaviour, such as high levels of engagement and low intentions to quit (Memon, Salleh, & Baharom, 2017; Bakker, & Demerouti, 2007).

Continuous professional development and training opportunities are crucial for enhancing employee engagement in HEIs. Studies have shown that faculty and staff who participate in regular training programs are more likely to feel competent and valued, leading to higher levels of engagement (Barkhuizen, Rothmann, & van de Vijver, 2014).

Recognition and reward systems are essential for motivating employees and enhancing their engagement. In HEIs, recognizing academic and administrative staff for their contributions through awards, promotions, and other forms of acknowledgment can significantly boost morale and engagement (Bakker & Schaufeli, 2008).

Effective leadership and management practices play a pivotal role in fostering employee engagement. Leaders who demonstrate transformational leadership qualities, such as inspiring a shared vision and providing individualized support, are more likely to engage their employees (Tims, Bakker, & Xanthopoulou, 2011; Schaufeli et al., 2002). In the context of HEIs, academic leaders who engage in transparent communication, participatory decision-making, and support for professional growth are instrumental in driving engagement.

Promoting work-life balance is another critical engagement practice in HEIs. Institutions that offer flexible work arrangements, support for family responsibilities, and wellness programs tend to have more engaged employees (Hakanen, Schaufeli, & Ahola,

2008; Smith & McCanger, 2004). Such practices help employees manage their personal and professional lives more effectively, reducing burnout and increasing engagement.

Impact of Employee Engagement on Organizational Performance

Engaged employees in HEIs are more likely to contribute to the institution's academic performance. Faculty engagement positively impacts teaching effectiveness, research productivity, and student satisfaction. Studies have demonstrated that engaged faculty members are more innovative in their teaching methods, more productive in their research endeavors, and more responsive to student needs (Breevaart et al., 2014; Lee, Willis & Tian, 2017).

High levels of employee engagement are associated with greater organizational commitment and lower turnover rates. Engaged employees are more likely to develop a strong attachment to their institution and are less likely to leave for other opportunities. This stability contributes to the continuity and quality of academic programs and services (Saks, 2006).

Employee engagement also impacts the reputation and competitiveness of HEIs. Institutions with highly engaged faculty and staff are perceived as desirable workplaces, attracting top talent and students. This enhanced reputation can lead to increased funding, partnerships, and overall institutional success (Balwant, 2018; Weiss, 2002).

The literature underscores the significant impact of employee engagement practices on the organizational performance of higher educational institutions. By fostering a supportive work environment, offering professional development opportunities, implementing effective recognition and reward systems, promoting work-life balance, and practicing transformational leadership, HEIs can enhance employee engagement. This, in turn, leads to improved academic performance, greater organizational commitment, and a stronger institutional reputation. Future research should continue to explore the specific mechanisms through which engagement practices influence various dimensions of organizational performance in HEIs, providing further insights for policy and practice.

Hypotheses:

H1: Employee engagement practices significantly influence organizational performance of Higher educational institution (HEI).

H1a: Team and Leadership significantly influences organizational performance of Higher educational institution (HEI).

H1b: Employee participation significantly influences organizational performance of Higher educational institution (HEI).

H1c: Rewards and recognition significantly influence organizational performance of Higher educational institution (HEI).

H1d: Communication significantly influences organizational performance of Higher educational institution (HEI).

H4e: Well-being measures significantly influence organizational performance of Higher educational institution (HEI).

RESEARCH METHODOLOGY

The research methodology for the study on the impact of employee engagement practices on the organizational performance of Higher educational institution (HEI) involves a comprehensive and systematic approach to gather, analyze, and interpret data. The study employs a mixed-methods research design to ensure a holistic understanding of the intricate

relationship between employee engagement practices and organizational outcomes within the unique context of Higher educational institution (HEI). Primary data was collected through surveys from different Higher educational institution of Arabic region. A structured survey questionnaire was distributed to employees across various Higher educational institution to quantitatively assess their perceptions of employee engagement practices and their impact on organizational performance. The study has selected five employee engagement practices as independent variables and their impact on organizational performance (dependent variable) was tested using structure equation modeling (SEM). The analysis also consists of factor analysis, correlation and Cronbach's alpha results before testing research hypotheses.

Factor analysis

A preliminary factor analysis was performed to ensure that selected scale items were loaded properly with a factor loading score of >0.5 , and no cross-loading was observed. The Kaiser–Meyer–Olkin (KMO) value determines if a sample size is adequate for further study. A high value of KMO (0.922) and small value of significance (<0.05) of Bartlett's Test of Sphericity indicates that factor analysis is useful for our data. The 24 items were subjected to Principal Component Analysis (PCA) with Varimax Rotation Method Kaiser Normalization. Based on factor extraction criteria having Eigen values greater than 1, results into six factors, explaining total variance of 81.01% TABLE 1.

Factor loadings of variables

TABLE 1 FACTOR LOADINGS OF VARIABLES		
Factor	Items	Item loadings
Team and Leadership	T1: Me and my leaders discusses about problems and them solutions	0.834
	T2: The team members in my company encourage each other to succeed when performing the task	0.714
	T3: The leaders of this organization care about their employees' well being	0.773
	T4: The leaders of this organization are open to input from employees	0.759
	T5: The company organizes team building activities, games and outdoor projects or parties.	0.812
Employee participation	Ep1: I have a good understanding of how this organization is doing financially	0.882
	Ep2: Well-designed training program for improving skills and abilities of employees.	0.791
	Ep3: Organization involved me in decision making management at workplace	0.877
	Ep4: I am able to maintain a reasonable balance between work and my personal life	0.87
Reward and Recognitions	RR1: Extrinsic rewards: wages, incentives, bonuses etc. satisfactory	0.775
	RR2: This organization gives me enough recognition for work that is well done	0.803
	RR3: Employees are treated fairly here regardless of race, gender, age, religion, or sexual orientation	0.845
Communication practices	Cm1: Organizations conduct special events & webcasts to encourage the employees to open with the seniors & top management.	0.821

	Cm2: There is smooth communication system in organization.	0.828
	Cm3: Use of social media networks or blogs for enhancing internal communication and peer relationships.	0.75
	Cm4: The stakeholders in my organization are responsive	0.825
Well-being measures	W1; Sick leave policy and retirement policy benefits	0.817
	W2; The organization helps employees develop and maintain a healthy lifestyle through health and wellness programs	0.773
	W3; Health camps facilities provided for employees and family members	0.842
Organizational performance	OP1: Higher r profits and productivity	0.746
	OP2; Improved Quality	0.822
	OP3; Customer satisfaction	0.746
	OP4: Financial Success	0.753
	OP5; Employee Retention	0.742

Source: Primary data

The factor analysis results provide valuable insights into the key dimensions of employee engagement, elucidating the underlying values associated with each factor. In the Team and Leadership factor, characterized by items T1 to T5, the high loadings underscore the organization's commitment to collaboration, leadership involvement, and team-building activities. The values embedded in this factor include open communication (T1, T4), mutual encouragement among team members (T2), and a leadership focus on employee well-being (T3). These values reflect a workplace culture that prioritizes cohesive teamwork, effective problem-solving, and supportive leadership (Mahoney & Kor, 2015).

The Employee Participation factor, represented by items Ep1 to Ep4, showcases strong loadings, emphasizing the organization's dedication to financial transparency, skill development, employee involvement in decision-making, and fostering a healthy work-life balance. The values encapsulated in this factor include transparency (Ep1), continuous learning through well-designed training programs (Ep2), empowerment through involvement in decision-making (Ep3), and recognition of the importance of work-life balance (Ep4).

These values collectively contribute to an engaged and participative workforce. In the Reward and Recognitions factor (RR1 to RR3), the substantial loadings highlight the significance of extrinsic rewards, fair treatment, and recognition for well-performed work. The values embedded in this factor encompass the importance of satisfactory wages and incentives (RR1), fair treatment irrespective of personal characteristics (RR3), and the acknowledgment of employees' contributions (RR2). These values reflect a commitment to creating an inclusive and rewarding work environment.

The Communication Practices factor (Cm1 to Cm4) underscores the values associated with effective communication channels, social media utilization for internal communication, and stakeholder responsiveness. The values in this factor include openness in communication (Cm1, Cm2), leveraging modern communication tools (Cm3), and responsiveness of stakeholders (Cm4). These values contribute to a transparent and interconnected workplace culture.

Within the Well-being Measures factor (W1 to W3), high loadings emphasize the organizational values related to employee well-being, including support for sick leave and retirement benefits, as well as initiatives promoting a healthy lifestyle. The values embedded

in this factor encompass the organization's commitment to employee health and welfare through well-defined policies (W1), wellness programs (W2), and health camps for employees and their families (W3).

Lastly, the Organizational Performance factor (OP1 to OP5) reflects the values associated with key performance indicators, including Higher profits, improved quality, customer satisfaction, financial success, and employee retention. These values collectively highlight the organization's focus on achieving excellence in various aspects of its operations, contributing to sustained success (Amoatema & Kyeremeh, 2016; Pfeffer, 1998) TABLE 2.

Descriptives, Correlation and Cronbach's alpha values

TABLE 2 DESCRIPTIVES, CORRELATION AND CRONBACH'S ALPHA VALUES						
	Team & Leadership	Employee participation	Communication practices	Reward and Recognitions	Well-being measures	Performance
Reliability (Alpha value)	0.937	0.923	0.853	0.913	0.888	0.929
Mean	3.2164	2.7284	3.3922	3.5445	2.9206	3.8877
Standard deviation	0.77493	0.70503	0.80126	0.98458	0.7438	0.83705
Team and Leadership	1	0.359	0.614	0.447	0.542	0.717
Employee participation	0.359	1	0.335	0.528	0.354	0.477
Communication practices	0.614	0.335	1	0.339	0.46	0.62
Reward and Recognitions	0.447	0.528	0.339	1	0.363	0.538
Well-being measures	0.542	0.354	0.46	0.363	1	0.634
Performance	0.717	0.477	0.62	0.538	0.634	1

Note: ** indicates Correlation is significant at the 0.01 level (2-tailed)

The descriptive statistics table of perception of Higher educational institution owner/managers towards employee engagement practices in which rewards and recognition is Highest as mean value (M=3.54) above neutral value 3. The mean values of communication practices (M=3.39), team and leadership (M=3.21), whereas well-being measures (2.92) and employee participation (2.72) are near to agreement degree it indicates respondents are agreeing on employee engagement practices on performance of their firm.

The above table also shows Correlation of the independent variables with each other and dependent variables. The correlation coefficients of all relationships with performance are positive and significant highlighting that increase in above engagement practices leads to improvement in performance of Higher educational institution (HEI).

Finally, table shows the Cronbach's alpha value, which was used to assess the reliability of the research variables. According to the threshold requirements, the alpha value for all four components is greater than 0.7, verifying the data's reliability.

Hypothesis testing using Structural Equation Modelling

The study runs SEM analysis using maximum likelihood method to test the causal relationship between research constructs. The study considered team and leadership,

employee participation, communication, rewards and recognition, and well-being as an independent variable (exogenous), and Higher educational institution performance as a dependent variable (endogenous). The criteria for accepting or rejecting a study hypothesis are based on a critical ratio value of 1.96 and a p value less than 0.05 at the 5% level of significance.

Results for path analysis and hypothesis testing are reported in Table 3. Standardized path coefficients and their statistical significance for each relationship are shown along with the p-value. By referring to Table 3 and Figure 1, it is concluded that the standardized path coefficient (β) of team and leadership is positive and significant as $\beta = 0.43$ with $p = 0.000$. Since p value < 0.05 and $CR (11.33) > 1.96$, thus hypothesis H4a accepted.

The impact of employee participation on performance of Higher educational institution is positive and significant having $\beta = 0.15$, $CR = 3.975$ and $p = 0.00$ ($p < 0.05$), provided sufficient evidence to accept hypothesis H4b. Similarly, performance of Higher educational institution positively influenced by communication practices with $\beta = 0.25$, $CR (6.28) > 1.96$ $p = 0.00$. This relation is significant as p value less than 0.05, therefore hypothesis H4c was supported from this finding.

The impact of reward and recognitions practices on performance of Higher educational institution is positive and significant having $\beta = 0.199$, $CR = 5.226$ and $p = 0.000$ ($p < 0.05$), provided sufficient evidence to accept hypothesis H4d.

The impact of well-being measures on performance of Higher educational institution is positive and significant having $\beta = 0.315$, $CR = 8.318$ and $p = 0.00$ ($p < 0.05$), provided sufficient evidence to accept hypothesis H4e.

The findings also revealed that the influence of team and leadership is Highest on organization performance, followed by well-being measure, communication, to rewards and recognition, and employee participation.

The coefficient of determination (R^2) value is 0.409, for performance inferred 41% of variation in organization performance is explained by employee engagement practices. The fit indices of the measurement model are $CMIN/df = 2.761$; , $RMSEA = 0.050$, $CFI = 0.968$, $TLI = 0.925$ and $AGFI = 0.874$. The results indicate that the structure model fits prediction and interpretation.

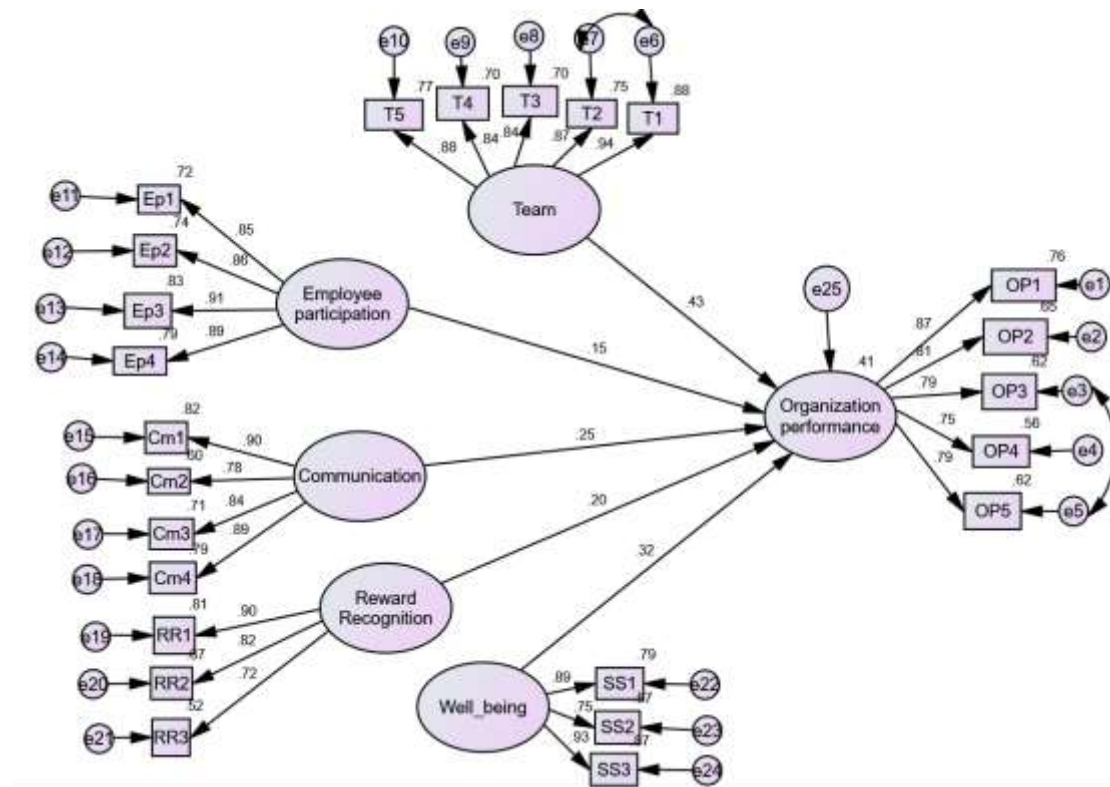


FIGURE 1 CASUAL MODEL

TABLE 3 PATH COEFFICIENTS OF THE STRUCTURAL MODEL								
Hypo-theses	Outcome variables		Causal Variables	SE.	CR.	P	Path coefficient	Result
H1a	Organization performance	□	Team leadership &	0.033	11.33	***	0.434	Accepted
H1b	Organization performance	□	Employee participation	0.034	3.975	***	0.146	Accepted
H1c	Organization performance	□	Communication practices	0.03	6.583	***	0.246	Accepted
H1d	Organization performance	□	Reward Recognitions &	0.025	5.226	***	0.199	Accepted
H1e	Organization performance	□	Well-being measures	0.033	8.318	***	0.315	Accepted

Note: SE; Standard error, CR; Critical ratio, Path coefficient: Standardized regression weights and p; probability of significance. *** indicates $p < 0.000$.

The results of the hypothesis testing provide meaningful insights into the relationships between various variables and organizational performance. Hypothesis H1a posited a relationship between organization performance and Team & Leadership. The path coefficient of 0.434 was statistically significant ($SE = 0.033$, $CR = 11.330$, $p < 0.001$), suggesting that

effective team dynamics and strong leadership positively influence organizational performance. Therefore, Hypothesis H1a is accepted.

Similarly, Hypothesis H1b, exploring the link between organization performance and Employee Participation, yielded a statistically significant path coefficient of 0.146 (SE = 0.034, CR = 3.975, $p < 0.001$). This result indicates that increased employee participation is associated with enhanced organizational performance, supporting the acceptance of Hypothesis H1b.

Hypothesis H1c, investigating the connection between organization performance and Communication Practices, showed a significant path coefficient of 0.246 (SE = 0.030, CR = 6.583, $p < 0.001$). This outcome suggests that effective communication practices positively impact organizational performance, leading to the acceptance of Hypothesis H1c.

Moreover, Hypothesis H1d, which examined the relationship between organization performance and Reward & Recognitions, revealed a significant path coefficient of 0.199 (SE = 0.025, CR = 5.226, $p < 0.001$). This result indicates that a well-structured reward and recognition system is positively correlated with organizational performance, supporting the acceptance of Hypothesis H1d.

Lastly, Hypothesis H1e explored the association between organization performance and Well-being Measures, showing a significant path coefficient of 0.315 (SE = 0.033, CR = 8.318, $p < 0.001$). This finding suggests that organizational support for employee well-being positively influences organizational performance, leading to the acceptance of Hypothesis H1e.

The empirical evidence supports the hypothesized relationships, indicating that Team & Leadership, Employee Participation, Communication Practices, Reward & Recognitions, and Well-being Measures all play crucial roles in influencing and contributing to organizational performance. These findings provide valuable insights for organizations seeking to optimize their performance by strategically focusing on these key factors Table 4.

TABLE 4 OVERALL MODEL FIT		
Indices	Recommended criteria	Model values
Normed chi square (χ^2/DF)	$1 < \chi^2/df < 3$	2.761
Goodness-of-fit index (GFI)	> 0.90	0.957
Adjusted GFI (AGFI)	> 0.80	0.874
Comparative fit index (CFI)	> 0.95	0.968
Root means square error of approximation (RMSEA)	< 0.05 good fit < 0.08 acceptable fit	0.05
Tucker-Lewis's index (TLI)	$0 < TLI < 1$	0.925

(Source: Researcher's calculation based on primary survey). Threshold criteria suggested by Hair et al., (2010) study.

The evaluation of the structural equation model's fit reveals promising results based on several key fit indices. The normed chi-square (χ^2/DF) falls within the recommended range of 1 to 3, with a value of 2.761, indicating a reasonable fit of the model to the data. The Goodness-of-Fit Index (GFI) surpasses the threshold of 0.90, reaching a value of 0.957, suggesting a good overall fit. The Adjusted GFI (AGFI) slightly falls below the recommended threshold of 0.80 but remains acceptable at 0.874, indicating an adequate adjustment for the model. The Comparative Fit Index (CFI) exceeds the criterion of 0.95, with a value of 0.968, demonstrating a high degree of fit between the hypothesized model and the observed data. The Root Mean Square Error of Approximation (RMSEA) is well below 0.05, reaching 0.050, signaling a good fit, and also falls within the acceptable range for an RMSEA of less than 0.08. Additionally, Tucker-Lewis's Index (TLI) is close to 1 at 0.925, indicating a satisfactory fit. In summary, the model exhibits a commendable overall fit, with most indices meeting or exceeding the recommended criteria, providing confidence in the validity and reliability of the structural equation model.

Implication of the study

The findings of this study hold significant implications for both academia and practitioners in the realm of organizational management. Firstly, the demonstrated positive relationships between Team & Leadership, Employee Participation, Communication Practices, Reward & Recognitions, Well-being Measures, and Organizational Performance contribute valuable insights to existing literature. Organizations can benefit from understanding that fostering strong team dynamics, encouraging employee participation, implementing effective communication practices, recognizing and rewarding employees, and prioritizing employee well-being are pivotal factors in enhancing overall organizational performance.

Practitioners can leverage these insights to formulate and refine their strategies for creating a conducive work environment. For instance, investing in leadership development programs, promoting transparent communication channels, and implementing robust reward systems can be pivotal in driving employee engagement and subsequently boosting organizational success.

Moreover, the study underscores the interconnectedness of these factors, emphasizing the need for a holistic approach to employee engagement. Organizations that simultaneously address leadership, communication, employee participation, and well-being are likely to experience a more profound impact on their overall performance.

From an academic perspective, the study contributes to the theoretical understanding of the complex dynamics within organizations, providing empirical evidence for the importance of specific factors in driving organizational success. Future research can build upon these findings, exploring additional dimensions and potential moderating variables that may further enhance our understanding of the intricate relationship between employee engagement practices and organizational performance.

The implications of this study are significant for HEIs striving to improve their organizational performance through strategic employee engagement practices. The research highlights that effective engagement practices, such as robust leadership, active employee participation, comprehensive communication, meaningful rewards and recognition, and well-being measures, are essential drivers of organizational success. By fostering an environment that prioritizes these engagement practices, HEIs can attract and retain top talent, enhance productivity, and maintain a competitive edge in the educational sector. The study's insights can inform HR policies and management strategies aimed at creating a supportive and dynamic work culture that motivates employees to perform at their best.

CONCLUSION

In conclusion, this study demonstrates that employee engagement practices have a profound impact on the organizational performance of HEIs. The research underscores the importance of tailored engagement strategies that address the specific needs and challenges of the higher education sector. By leveraging these practices, HEIs can enhance their overall performance, leading to improved academic outcomes, higher levels of employee satisfaction and retention, and a stronger institutional reputation. Future research should continue to explore the specific mechanisms through which engagement practices influence various dimensions of organizational performance in HEIs, providing further insights for policy and practice. The acceptance of the proposed hypotheses underscores the importance of these engagement dimensions in shaping a positive work environment and driving organizational excellence. The model fit indices further validate the reliability and validity of the structural equation model, providing confidence in the study's outcomes. The practical implications suggest that organizations stand to benefit significantly from adopting a comprehensive approach to employee engagement, strategically incorporating these factors into their management practices. This study contributes not only to the existing body of knowledge but also offers actionable insights for practitioners seeking to optimize their organizational performance through effective employee engagement strategies. As workplaces evolve, the importance of understanding and leveraging these engagement practices becomes increasingly imperative for sustaining success and fostering a thriving organizational culture in the competitive landscape of Higher educational institution.

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