

The Impact of Leadership, Teamwork and Employee Engagement on Employee Performances

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Abstract

The purpose of this research is to identify the key determinants of employee engagement and their predictability of the concept. Moreover, it also studies the impact of employee engagement on employee performance. Causal research was done to study the impact of relationships. A survey questionnaire was developed. Simple random sampling was used to gather the data from employees of lower managerial level and middle managerial level from the small-scale organization. The data was collected from 190 out of which 148 respondents were finalized. Regression and correlation were used to predict and estimate relationships. It was found that all the factors identified were predictors of employee engagement. The variable such as working environment ($r^2 = 0.223$), leadership ($R^2 = 0.275$), and teamwork and peer support ($r^2 = 0.194$) have a significant impact on employee engagement. Moreover, employee engagement has no significant impact on employee performance ($R^2 = 0.008$).

Keywords: Employee engagement, Transformational Leadership, Teamwork and peer support, Employee Performance.

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INTRODUCTION

In today's world where all the business operations are advancing, competition is increasing and the performance of an employee is the vital source for survival. Therefore, the organizations are looking for talented people who are having high competencies and high performance at the workplace.

Since, past few years many of the authors have written on the “**Employee Engagement**” among which was the first one to conceptualize engagement at work as “people employ and express themselves emotionally, physically and cognitively during their role performances”. He further elaborates that, when an employee is engaged with an organization he is aware of his duties, responsibilities, and business goals and motivates his colleagues for the succession of organization goals [1] introduced the concept of employee engagement at work and relates it to the effectiveness of an organization. Moreover, when the employees are engaged they perform their duties and roles better.

Employee performance is determined by the accomplishment and achievements made at work. Moreover, performance is the result of planning and is evaluated through performance management. Therefore, the researcher's exhibit that performance evaluation is the heart of performance management and the performance of an organization or an individual depends heavily on all organizational policies, practices and design features. This perspective represents a configurational approach to strategic human resource management, which claims that patterns of HR activities are opposed to single activities and are essential to achieve organizational objectives.

According to [2] studies indicate that one of the variables that has been receiving a great deal of attention as a determinant of employee performance is employee engagement. Furthermore [3], specify that employee engagement is one of the major determinants that foster a higher level of performance of an employee. The aim of this research is to study the impact that variable engagement had along with its

determinants on the performance of an employee. The instrument used to measure employee performance and employee engagement was validated and data was collected from 148 employees at a middle and lower managerial level to analyze the objective. In the late 1990s, the term engagement was first introduced and found considerable popularity in the business press. Engagement as a research topic has been of keen interest to scholars across disciplines wherein different terms such as employee engagement [4, 5] has been used to express it.

According to [6] who proposed that Employee Engagement is gaining the attention of researchers due to its impact on performance as an organizational outcome. Research exhibits that, having a committed and engaged workforce will lead to a favorable outcome which in turn, increases the performance of the organization [7].

Most significantly, engagement is defined as a fulfilling, positive, work-related state of mind that is characterized by absorption, vigor, and dedication, therefore, this research demonstrates that the initiatives are provided by the organization such as training and development to increase the engagement level of employee (Towers Perrin Talent Report [8]).

Employee Engagement is one of the essential tools that help the organization in gaining a competitive advantage over others [9], specify that people are one of the factors that cannot be intimated or replicated by the rivals and is the most valuable asset of an organization if engaged and managed properly [9] further reinforces that employee engagement is the most powerful component that measures the company's strength [10] have introduced the concept of employee engagement and relates it to organizational effectiveness.

Many researchers had highlight different aspects of HRM practices with the aim of achieving the contributions of employees towards the organization. Since, the last decade the concept of employee engagement has received a great deal of attention [11] and has become one of the major organizational concerns to increase employee performance.

Richman, A. [12] states that numerous articles has been written and many authors have sung the praises of Employee Engagement and belief that it is a key driver of individual behavior, attitude, performance as well as the organization's productivity and performance.

Organizations are becoming more conscious and they are focusing on a workforce that is employee engagement comparative to problem-coping strategies [13] Countless studies have to examine a similar conclusion that the important source of organization competitiveness is their engaged employees [14].

From 2006, According to [15] Academicians become more involved in an engagement to a large extent when a number of studies enlarged its concept and relates it to work engagement, job engagement, and organizational engagement.

According to Gallup [16] who determines the three categories of people in an organization that is actively disengaged employees, not engaged employees, engaged employees. He believed that engaged employees are those who consistently make an effort to give the best within their roles. Not engaged employees do what they are told to do and actively disengaged employees are those who not only demotivate the performer but they also do not perform their tasks as well. Previous studies indicate that when an employee is engaged he is emotionally attached and involved with the organization [17].

Now a day, engagement is seen as an important aspect of organization management. It is in short supply, despite its popularity. According to business journals, and workplace research which constantly delivers that engagement is critical for the success of the business. Hence, employee engagement is one of the major issues the organization is facing currently.

The work engagement conceptualizes by [18] as a state of well-being that characterized the level of energy that individual invest at work, the involvement that individual had when they are dedicated and enthusiastic towards their work, and their commitment at work. According to researchers [19] Suggest that, engagement is that force that motivates the employee and increases their level of performance.

The work environment is a significant factor that governs the engagement level of employees. Therefore, meaning full workplace environment will help the employee to be the focus at work.

Leadership is among one of the main factors that influences work engagement [14] leaders are mainly considered as those individuals who influence the group members and step them ahead to achieve the organizational goal [20].

Numerous studies claimed that the supervisor's supports and relations between them have a positive influence on the engagement level of the employees in the organization [21].

The job performance is defined as the aggregated financial or non-financial benefit by the employees in contribution to the fulfillment both indirectly and directly to the targeted organizational goals.

This research examines the relationship of leadership; teamwork and peer support, employee engagement, and determines their impact on employee performance.

LITERATURE REVIEW

Since recent years employee engagement has become a widely used term [22]. Moreover, much of the empirical and academic research is done on this topic, which has become so popular [23] has introduced the notion of Employee Engagement as “the harnessing of organization members selves to their work roles”. Furthermore, he determines three conditions of psychological engagement that are essential for an employee to be engaged that is meaningfulness which determines work element, safety including (organization norms, management process, and style), and availability (individual distraction). Thus, according to [1], engagement means that the individual should be physiologically active when performing an organizational role [24] also explains engagement as a psychological presence that further comprises two critical components: absorption and attention. Absorption refers “to being engrossed and intensity of individual focus on a role”, while the attention means the “cognitive ability, and the time spent by an individual thinking about a role”.

Schaufeli & Bakker [25] describes work engagement as “the psychological state that leads to the behavioral investment of personal energy” this description defines that when an employee is engaged he is emotionally and intellectually bound with the organization, committed towards its value and feels passionate about its goals.

Burnout researchers define engagement as the opposite antithesis of burnout [26]. According to [21], engagement is characterized by involvement, energy, and efficacy, the direct opposite of the three burnout dimensions of cynicism, exhaustion, and inefficacy. Research on burnout and engagement has found that the core dimensions of burnout (cynicism and exhaustion) and engagement (dedication and vigor) are opposite of each other [27].

Gallup researchers [58] stepped ahead and present Employee Engagement as “the potential to capture the heart, souls, and heads of your employee to induce passion and intrinsic desire for excellence [18].” explain engagement as a “work-related, positive state of mind that is distinguished by dedication, vigor, and absorption. Whereas, vigor is characterized by the willingness of the individual to perform work, level of energy and mental resilience during the work. Dedication refers to the involvement of individuals at work, enthusiasm, challenge, and inspiration. Absorption is depicted by being happily engrossed and fully concentrated in one’s work.

According to [28] Engagement determines how individuals enroll themselves in the performance of their job. Moreover, it involves the active use of behavior and emotion in the corporation to cognition [14]. Argues that engagement is necessary for the contemporary organization in which the employee has to face many challenges [29] claims that an organization can gain a competitive advantage over its competitors through employee engagement. Numerous authors have written on engagement and determine it as a key driver of individual attitude, behavior, and performance as well as organization performance, financial performance, productivity, retention and even shareholder return Baumruk, R. [9]; Richman, A. [12]. William A. Kahn [23], initiated that engagement leads to both organizational level outcomes (i.e. the productivity and growth of the organization) as well as the Individual outcomes (i.e. quality of people’s work and their own experiences of doing that work).

Since the past decades, there has been a sharp increase in scientific studies on engagement [30]. One of the fundamental interests in work engagement stems from its relationship with job performance. Engaged employees are expected to produce better results at a team, individual and organizational level [31]. Bakker, A.B, [32] initiates that, engaged employees are expected to perform better for several reasons. Consequently, engaged employees experience positive emotions and, as a result, become more sensitive to opportunities at work, more optimistic and confident, and, therefore, perform better [33].

Ultimately, engaged employees can create their resources, as positive emotions are not only built momentary but also enduring psychological resources [34].

In an attempt to integrate an academic and business views on engagement [2] used a wide-range description on engagement as “a desirable condition that has an organizational purpose, and connotes commitment, involvement, passion, eagerness, focused effort, and energy”.

The social exchange theory (SET) is the most accepted and extensively used in recent research on employee engagement [35]. The key principle of SET is that individuals make social decisions based on perceived mutual benefits and costs [36]. It advocates that employees will be motivated to engage in their jobs when jobs are based on a fair and balanced system of exchange [36]. This exchange relationship then evolves overtime into loyalty, trusting, and mutual commitments [37]. Concisely, the SET theoretical foundation justifies the reasons why either employee decides to engage more or less on their work, negatively or positively, contingent upon the economic and socio-emotional resources received from their organization, or even decide to stay with their organization [38]. When

employees receive these resources from their organization they feel bind to *repay the organization with a greater level of engagement.*

Leadership

Leadership is the second main component identified to characterize employee engagement [39] specify that effective leadership is the multi-dimensional, high order constructs comprising relational transparency, self-awareness, internalized moral standard and balanced processing of information.

Research [40] indicates that engagement occurs spontaneously when the leaders are inspiring. Leaders are responsible for communicating that the employees' effort plays a vital role in the success of the business. When an employee's work is considered meaningful and important, it leads to higher interest levels and engagement.

Leaders play an essential role in fostering employee engagement. Leaders who rank high in task behavior and support behavior are particularly more effective at promoting engagement [14] Moreover, [14] claims that transformational leader [41] are beneficial at producing engagement because they are inspiring and visionary. Transformational leadership promotes engagement by increasing employee perception regarding social support [42]. Another reason by which transformational leadership promotes engagement involves self-concordance [43] observed that transformational leadership is positively associated with self-concordance.

According to [44] transformational leadership is conceptualized into four key dimensions: idealized influence (leaders arouse and excite followers, such that followers emotionally identify with the mission and vision of the leader because such leaders are viewed as role models), inspirational motivation (provide followers with challenge and meaning in their work, which positively energizes them), intellectual stimulation (challenge followers to think critically, learning to question the leader, and seek new ways to address the issues) and individualized consideration (pay special attention to each follower's needs, developments and expectation).

Leaders are persons in the organization who established the quality and principles [20] explains leadership as the procedure where the leader affects a cluster of persons to accomplish a mutual objective.

Leaders allocate the employees with resources that enhance their availability. Moreover, they also develop engagement by giving assignments that are challenging and provide them some autonomy, control, performance feedback, and allow for participation in decision making [45]. Furthermore, the leader can enhance employees' motivation by redesigning their

work to increase essential job resources. Job resources can be defined as social, physical and organizational aspects of the work context that helps in accomplishing organizational goals, facilitates the personal growth [30].

Teamwork and peer support

The interrelation between team and co-worker is considered as an important aspect that specifically highlights the interpersonal aspects of employee engagement [1], constitutes that trusting interpersonal relationships and supportive team contributes to employee engagement. According to [1] a supportive and open environment is essential for members and allows them to try new things and do experiments without the fear of consequences [28]. Initiates that workplace relationship had a significant effect on meaningfulness, which is among one of the components of engagement [46]. Determine that employee work engagement would be expected to be high when they have a good relationship with their co-workers.

When the interpersonal relations among the employees are supportive and trusting it leads to foster physiological safety [1]. The base for interpersonal trust can be either effective or cognitive [47]. Affective trust explains the emotional relationship between the individuals where the individual trust each other, generally express concerns for their welfare, believe in the 'intrinsic virtue', and are willing to make a future emotional investment in their relationship [48] Moreover, cognitive-based trust deals with the reliability and dependability of others.

Employee Performance

The outcome of employee performance has a direct impact on organizational performance and success. Various studies indicate that an essential way to enhance employee performance is to focus on fostering employee engagement. Based on a review of a number of theories [49] which demonstrate that the presence of a high level of employee engagement enhances task performance, job performance, organization citizenship behavior, discretionary effort, productivity, affective commitment, level of psychological climate and customer service [50]. Claims that engagement can lead to enhanced performance as a result of numerous factors. A growing number of studies demonstrating a positive relationship between individual performance and engagement [3] supports these findings.

The aim of this study is to measure and identify the key factors of employee engagement, and their impact on employee performance.

Performance management is important to maintain harmony and instill organizational progress [51]. Better management of employee performance is imperative to enhance organizational effectiveness and

performance [52]. Employee engagement enriches employee performance [2]. Engaged employees express a wide range of productive behaviors that enhance synergetic team efforts towards organization goals [53, 54]. These synergetic efforts lead to improve employee performance [53, 25].

However, the reason behind these performances and efforts is the ability of engaged employees to transfer their feeling throughout the organization.

Employee engagement is expected to have a direct impact on improved job performance. This is consistent with [29] model of the employee engagement value chain and [23] model of psychological presence. Yet, when it comes to individual performance, which is inevitable pre-condition for organizational level outcomes, there are few pieces of evidence.

According to [55] employee engagement has been linked to job performance. “Work engagement has far-reaching associations with an employee’s performance. The focus and energy inherent in work engagement allow employees to bring their full potential to the job. This energetic focus enriches the quality of their core work responsibilities. They have the motivation and the capacity to concentrate exclusively on the task.

The term employee performance indicates an individual’s work achievement after striving required effort on the job which is associated with getting meaningful work, engaging profile, and compassionate employers around [56]. In order to utilize HR fully and increase organizational success, an effective employee performance management system is essential for a business organization.

CONCEPTUAL FRAMEWORK



METHODOLOGY

The research approach used in this study is explanatory. Hence, explanatory research is the most effective and appropriate when you are testing something that is already known. This research paper is causal in nature and is based on quantitative data that can be analyzed using statistical methods. According to [57] causal research helps in determining the cause and effect relationship where a cause can result in any kind of effect or outcome. In this study, a deductive approach is used, as our objective is to test the already established concept. This research is conducted through survey methodology, the determinants of employee engagement and their impact on employee performance.

Simple random sampling was used to collect the data from employees of middle managerial level and lower managerial levels from small scale organizations who were registered in Karachi.

The sample size for this research is 148 respondents, whereas the population for this research is 190. A questionnaire is distributed to gather the data from the respondents. The instrument used to gather data for this study is a questionnaire. A questionnaire helps in gathering data within a less period of time. The questionnaire was designed and the respondents were

asked to rate each item on a five-point Likert scale, ranging from strongly agree to strongly disagree with regard to the various statements that measured the variable. The instrument was validated using the pilot data.

The questionnaire items were adopted from the previously designed questionnaire. Therefore the variable was measured through different scale items. The variable of this study is measure by a 5-point Likert scale.

A structured questionnaire was designed for this particular research on a five-point Likert scale. The questionnaire was developed in English and distributed among the job applicant to maintain content validity. This study carter the small scale work population of Karachi. The total population was approximately 240 employees. Hence, a total of 170 questionnaires were distributed. Out of which the useable data was 148. For the purpose of data analysis, SPSS is used to assess validity and reliability.

The SPSS program was used to carry out the statistical analysis of this study. The tools applied for analysis were linear regression which helps to predict a dependent variable through independent variables.

However, it tests the impact of several independent variables has on the dependent variable. Descriptive statistics are applied to generate frequency tables for demographic variables and correlation is used to assess the strength of relationships among the variables.

Reliability analysis is used to check the internal consistency of each variable for this Cronbach alpha test is run, to check how closely related items are as a group.

RESULTS

Reliability analysis of teamwork and peer support

Reliability Statistics	
Cronbach's Alpha	N of Items
0.917	6

TPS (6 scale item) gives the Cronbach’s Alpha output value, i.e. .917 which is higher than 0.60, this proves the reliability.

Reliability analysis of leadership

Reliability Statistics	
Cronbach's Alpha	N of Items
0.946	13

TL (13 scale item) gives the Cronbach’s Alpha output value, i.e. 0.946 which is higher than 0.60, this proves the reliability.

Reliability analysis of employee engagement

Reliability Statistics	
Cronbach's Alpha	N of Items
0.858	6

EE (6 scale item) gives the Cronbach’s Alpha output value, i.e. 0.858 which is higher than 0.60, this proves the reliability.

Reliability analysis of employee performance

Reliability Statistics	
Cronbach's Alpha	N of Items
0.66	6

EP (4 scale item) gives the Cronbach’s Alpha output value, i.e. 0.666 which is higher than 0.60, this proves the reliability.

The tables given above show the reliability statistics (Cronbach’s Alpha) of the given variable TPS, TL, EE, EP. The Cronbach’s alpha value > 0.60 is acceptable. This provide that all the items which have been taken and used are highly reliable, because the Cronbach’s Alpha value of all scale items is clearly above 0.6

Correlation Testing

The sample consist of 148 responses (n= 148). All responses were well responded with the help of filling the multiple question in google form.

	N	Mean	SD	(1)	(2)	(3)	(4)
Teamwork and peer support (1)	148	2.148	0.73183	1			
Transformational leader (2)	148	2.256	0.72018	.779**	1		
Employee Engagged (3)	148	2.283	0.67047	.440**	.524**	1	
employee performance (4)	148	2.506	0.66493	0.095	0.183	0.292	1

Regression Test

It is one of those techniques that quantify relation between variables i.e. independent and dependent variable. There can be two or more than two

independent variable. This test helps in analyzing whether a given model is fit and how well the dependent variable can be predicted by its predictor i.e. independent variable.

H1. There is a significant impact of leadership on employee engagement.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.524 ^a	0.275	0.27	0.57287

a. Predictors: (Constant), Transformational leader

The value of R square determines the 27.5% of variance in the employee engagement.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	18.166	1	18.166	55.354	.000 ^b
1	Residual	47.915	146	0.328		
	Total	66.081	147			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Transformational leader

The ANOVA table generated in this test shows a sig probability value $p= 0.000$ and signifies that the leadership explain significantly employee engagement.

The significance value of transformational leadership is less than .05 which means that TL is a useful estimator of EE.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.182	0.155		7.609	.000 ^b
1	Transformational leader	0.488	0.066	0.524	7.44	.000 ^b

a. Dependent Variable: Employee Engagement

H2. There is a significant impact of teamwork and peer support on employee engagement.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.440 ^a	.194	.188	.60405

a. Predictors: (Constant), Teamwork and peer support

The value of R square determines the 19.4% of variance in the employee performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	12.81	1	12.81	35.107	.000 ^b
1	Residual	53.272	146	0.365		
	Total	66.081	147			

a. Dependent Variable: Employee Performances

Predictors: (Constant), Teamwork and peer support
 The ANOVA table generate in this test shows a sig probability value $p = 0.000$ and signifies that the teamwork And peer support explains significantly employee performance.

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.417	0.154		9.174	.000
Teamwork and peer support	0.403	0.068	0.44	5.925	.000

a. Dependent Variable: Employee Performance

The significance value of teamwork and peer support is less than .05 which means that TPS is a useful estimator of EP.

H3. There is a significant impact of employee engagement on employee performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.087 ^a	.008	.001	.66466

a. Predictors: (Constant), Employee Engagement

The value of R square determines the 0.8% of variance in employee engagement.

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	0.494	1	0.494	1.119	.292 ^b
	Residual	64.499	146	0.442		
	Total	64.993	147			

a. Dependent Variable: employee performance
 b. Predictors: (Constant), Employee Engagement

The ANOVA table generated in this test shows that the employee engagement explain significantly a sig probability value $p = 0.292$ and does not signifies employee performance.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.309	.195		11.869	.000
1 Employee Engagement	.087	.082	.087	1.058	.292

a. Dependent Variable: employee performance

The significance value of employee engagement is greater than .05 which means that the EE is not a useful estimator of EP.

Summary of Hypotheses Testing

No	Hypothesis	Status	Criteria
1	There is a significant impact of leadership on employee engagement	Accepted	Less than 0.05
2	There is a significant of teamwork and peer support on employee engagement	Accepted	Less than 0.05
3	There is no significant impact of employee engagement on employee performance	Rejected	Greater than 0.05

CONCLUSION

The above study highlights the importance of employee engagement and also identifies several aspects that have a significant effect on it. It also shows the relationship between employee engagement and employee performance. Regression analysis predicts that work environment, team work and peer support, and transformational leadership came up with the significant path validity or t value. These factors were found to have a significant t values in relating with employee engagement. The paper also quotes preceding studies and suggest measures on factors that improve working environment, transformational leadership, and teamwork and peer support.

The implications involve notable impact for organizations in terms of improvement in productivity. Despite this, the determinants of employee engagement connote a healthy working atmosphere for employees.

This paper thus extracts the antecedents of employee engagement, which can be nurtured by the managers and employers to provide amicable environment for the employees to become positively and fully engaged. Hence, this study widens the scope of identifying measures that will enhance organization factors like working environment, teamwork and peer support, and transformational leadership. The companies have to invest in building an environment that is conducive for co-worker relationship, and promotes teamwork, and effective leadership.

The future scope of the study is quite broad from different perspectives. This study can be conduct at diverse levels of the organization, at a large scale to strengthen the model. In depth analysis on the distinct components identified may be carried out which can give rise to individual effect of each factor on employee engagement and hence employee performance. A comparative study may also be made with previous models and this model of employee engagement.

RECOMMENDATIONS

- There should be HR policies made by the organization to increase motivation and engagement.
- More research should be on this specific area in future so that the differences that decrease employee engagement can be eliminate at the right time.
- The managers should increase the employee's responsibilities and their level of involvement in

decision making so that they feel organizational commitment and possession.

- There has to be psychological meaningfulness and safety for the employees so that they could be psychologically available when they are need.

Limitations of the Research

- Clear strategies based on the findings are not yet presented and explore.
- Data is not collected widely and is restricted to few organizations.
- Sample is bias towards age group 20-40 whereas employee engagement needs to be measure in older employees too, who have experiences in the organization for longer period.
- The study was limited up to middle and lower managerial level. Moreover, the operatives/workers were not studied.

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APPENDIX

Using the scale below 1. Strongly disagree 2. disagree 3. neutral 4. agree 5. strongly agree

Teamwork and peer support

My interactions with my co-workers are rewarding.
My co-workers value my input.
My co-workers listen to what I have to say.
My co-workers and I have mutual respect for one another.
I feel worthwhile when I am around my co-workers.
I trust my co-workers.

Transformational Leadership

My leader goes out of way to make employee feel good to be around me.
My immediate supervisor help employee with their self-development.
My leader helps employees with their self-development.
My leader ensure employees get recognition and/or rewards when they achieve difficult or complex goals
My leader let employees work toward their degree plan in the manner that they want.
My leader gets things done.
My supervisor has an ever-expanding network of people and employees who trust and rely upon me.
My leader provides challenges for employees to help them grow.
My leader use simple words, images, and symbols to convey to employees what we should or could be doing
My leader direct employees by setting standards that we agree on
My leader direct employees by setting standards that we agree on
My supervisor consistently provide coaching and feedback so that my employees know how they are doing.
We listen to the ideas and concerns of our leader not out of fear, but because of his or her skills, knowledge and personality.
My leader provides an empathic shoulder when others need help.
My leaders help others with new ways of looking at new and complex ideas or concepts.
My leader ensure poor performance gets corrected
My leader is satisfied as long as things are going smoothly.
My leader monitors all employees who are having problems to ensure they meet their goal.

Employee Engagement

At my work, I feel bursting with energy.
I can continue working for very long periods at a time.
At my job, I am very resilient, mentally.
To me, my job is challenging.
My job inspires me.
I am enthusiastic about my job.
I am proud on the work that I do.
I find the work that I do full of meaning and purpose
It is difficult to detach myself from my job.
I am immersed in my work.
I feel happy when I am working intensely.

Employee Performance

I adequately complete task assigned to me
I always complete the responsibilities specified in job description.
I will never miss a task expected of me.
I try my best to meet the requirements set by my head
I sometimes miss duties assigned to me.
I sometimes go on leaves.
I do not mind using phone for long time during my working hours.