

# **EMPLOYEE ENGAGEMENT AND JOB PERFORMANCE OF DEVELOPMENT OFFICERS IN DIVISIONAL SECRETARIAT NINTAVUR**

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## **Abstract**

The theory of employee engagement has earned more recognition in recent years and grows into a renowned subject in today's world of work. A significant consideration is paid on employee engagement due to its significance in job context and job performance. The fundamental target of this study is to analyze the impact of employee engagement on job performance. Data collected from the 102 development officers working in Divisional Secretariat Nintavur. Survey was carried out using self-developed five-point Likert scale questionnaire. Data has been examined using SPSS edition 20.0. Validity and reliability of the data was checked, and the result was in the acceptable limit and assures them. The findings of the study revealed that there is a strong positive association ( $r= 0.756$ ,  $P=0.000$ ) concerning employee engagement and job performance which was significant at 0.01 level. Further, it has a significant impact on job performance (Adjusted  $r^2=0.576$ ,  $p<0.05$ ). This study helps to establish some policies and strategies to encourage employee engagement of development officers that can enhance the employee engagement as well as employee job performance also.

**Keywords:** Development officers, Divisional Secretariat, employee engagement, Job performance.

## **Introduction**

In today's competitive corporate environment, the necessity of workers' expertise, abilities, and attitudes in terms of contribution for attaining the organizational objective is deemed as very crucial. High performance is essential not only to the workers but also it has many optimistic effects on the organization. People who have superior performance when achieving assignments outcomes in contentment, attitudes of self-usefulness and genius (Bandura, 1997).

In individual side, greater job performance is essential for the profitable career, better salary, and inducements. High degree of job performance improves employees' economical capability helps with meeting focused on objectives and improves their self-assurance and occupation fulfillment (Sonnentag and Frese, 2002). According to organizational point of view, job performance is crucial by having three unique elements. First one is task performance; it consists of actions which are straightly connected to products assembling or administration, all in all, actions that offer implicit assistance to the specialized procedures of the industry. Second is conceptual performance, it helps to do movements that are not immediately linked to the fundamental job tasks of a firm. Last one is adaptive performance, which facilitates the workers to adapt to the altering environment. Through this successful operation, organization can easily improve employee job performance (Li, Sanders & Frenkel, 2012).

EE is important to the worker to not just honestly enthusiastic but furthermore has a huge, energetic association with his/her effort that goes advanced to simplify the worries of the corporate enthusiastic and dedicated staffs are continuously involved to diminish their work pressure, that grades in the greater productivity (Abraham, 2012). Therefore, employee performance is measured one of the aspects of employee engagement. In this period of globalization, organizations are confronting numerous difficulties for enhancing various involvement practices for maintaining the workers engaged to be more economical and enhancing productivity level and accomplishing organizational goals (Potoski and Callery, 2018).

Workers' engagement is helpful for together workers and companies since involved workers are required to demonstrate healthier career performance. Improved execution including involved employees, in contrast to non-involved employees, is reported by involved workers' positive feelings, like satisfaction, joy, and excitement and it leads to the high level of performance in their organization (Bakker & Demerouti, 2008). In latest lifetimes, there has been a fantastic agreement of concern in employee engagement. Employee engagement is carefully associated with organizational performance results. Then again, organizations with disconnected workers tolerate from trash of effort and ineffectual ability, receive less dedication from the employees, face improved nonattendance, and have less consumer orientation, less production, and decreased operating and net profit edges (Rampersad, 2006). Consequently, involved laborers are typically outfitted with elevated amounts of strength and passionately interested in their job. Furthermore, they are frequently completely absorbed in their job thus that point in time flies (May, Gilson, & Harter, 2004).

The service segment is the help for the financial growth of a country which turn out to be the biggest region with the quickest expansion worldwide and supports significantly to employment (Lashmi and Kumar , 2012). Divisional Secretariat as a service provider wants to handle the facilities value with the presented assets and it has developed as crucial to recognize the consumer beliefs concerning facility value and provide the quality services. Here the position of development officers is a crucial thing to the country's commercial development (Nilwala, Gunawardana & Fernando, 2017). Further, the role of development officers to provide quality service to the people and enhance the economy of country is considered as important. Their quality performance is required to achieve this objective, when the development officers have engagement in their works the performance rate will be high. So, the organizations should possess the techniques to enhance employee engagement (Potoski and Callery, 2018).

## **Research problems and Objectives**

Divisional Secretariat are the institutions at the ground stage of the hierarchy chain of importance, through which in excess of 90% of the public authority associated public services are provided to the widespread people in Sri Lanka. At current, there are 332 DS Sections that involve 14022 Grama Niladhari Sections contained by the 25 Executive Districts in the nation as the data in Yearly Statement of Home Affairs Ministry, 2021. Consequently, the DS offices being the organizations working at the boundary among the administration and the overall community are obliged to provide benefits of high ranking-quality benchmarks (Nilwala, Gunawardana & Fernando, 2017).

Development officer place in the government of Sri Lanka was formed under two key aims, namely, to find a resolution for unemployment challenge of degree holders and to achieve their highest contribution for advancement activities in the country (Yalinga & Samarakoon, 2018). The role of development officers to deliver excellence service to the community and improve the financial system of

country is deemed as essential. Hence the performance level of the development officers expects to be improved (Potoski and Callery, 2018).

These situations in turn may question mark about the influence of employee engagement and job performance of development officers. Even this theory has appeared as an essential, but still comparatively alternated element of expertise and its important has not been understood completely yet. And although there is some research done under the study that connects employee engagement and job performance, there are no additional research done under this theme among the development officers in Sri Lankan background. Therefore, focus was placed on this topic and the research problem to identify whether employee engagement impact on the job performance of development officers in divisional secretariat Nintavur. This study has been done to find the significant relationship between employee engagement and job performance of development officers in Divisional Secretariat Nintavur and to determine to what extent it has the impact on job performance of development officers in Divisional Secretariat Nintavur. So, concentration was positioned on this topic and the research question and objectives under the topic is as follows:

How employee engagement of development officer's impact on their job performance in divisional secretariat Nintavur and what is the relationship between employee engagement and job performance?

Objectives:

1. Examine the level of employee engagement of development officers in Divisional Secretariat Nintavur
2. To find out the significant relationship between employee engagement and job performance
3. To analyze whether employee engagement has a significant impact on job performance

## **Review of Literature**

The target of this literature review is to analyze the research and literature as it relates to employee engagement and job performance and the relationship between the two concepts.

### **Employee engagement:**

Employee engagement is described in common as the degree of dedication and participation a worker has in the direction of their organization and its ideals. When an employee is involved, he/she is mindful of about his/her duties, responsibilities in the organizational goals and encourages his/her colleagues also to accomplish those targets and objectives. The positive approach of the worker with his organization and its value structure is otherwise described as the positive emotional link of a worker with regard to his/her work. Engaged workers will do additional work activities beyond their daily tasks (Anitha, 2014). Further it is an essential instrument to help every organization to try to get competitive advantage over their other contestants. It has been found that worker engagement has close connection with organizational and job performance; improve employee fulfillment, productivity and efficiency; and decline in employee turnover and absenteeism. (Ismail, Iqbal & Nasar, 2019). Engaged workers frequently encounter positive emotions. Glad individuals are extra vulnerable to chances at work, more sociable and advantageous to others, and additional self-convinced and enthusiastic. For instance, Bakker and Bal (2010) showed that drew in teachers got higher evaluations from their managers on in-job execution, proposing that connected with workers perform well and will go the additional mile.

### **Job performance:**

Worker performance is all just about consequence of the worker that may be economic or non-financial. Though, all procedures will be eventually connected to the achievement of the organization through the workers. Workers who have high job performance with the objective of achieving their hierarchical target and stay monetarily aggressive. High-level work performance enhances workers' aggressive capability helps in discussion directed goals and improves their self-loyalty and job satisfaction (Sonnentag and Frese, 2002). Smith and Goddard (2002) describe high career performance is extremely vary on the review of workloads, work time, and cost efficiency. It should be focused two elements in job performance: the significance of retaining high job performance by workers and discovering the greatest methods to increase job performance.

Sonnentag, Volmer & Sychala (2008) established that one can differentiate between task, contextual, and adaptive performance, and also, every one of these kinds in itself is multidimensional. These performance styles vary with admiration to their experiences and effects and could be theoretically and analytically divided. Their three major job performance dimensions are as follows:

### **Task performance:**

It includes an individual's involvement to organizational performance, implies to activities that are component of the proper incentive scheme and refers the prerequisites as required in job descriptions.

### **Contextual performance:**

It comprises of comportment that does not precisely contribute to organizational performance but encourages the administrative, societal, and emotional atmosphere. Contextual performance comprises events that are not officially part of the job description. It ultimately provides to an organization's performance by expediting task performance.

### **Adaptive performance:**

Adaptive performance is classified as the degree to which an person adjusts to alter in a work structure or work positions.

### **Employee engagement and job performance:**

There are so many researchers' have studied on employee engagement and job performance in different contexts. Researcher has given some of the findings based on the past literature. The findings are as follows:

Markose & Sridevi (2010) explained that employee engagement is a huge build that handles almost the entire components of human resource management aspects. Research results bear that employee engagement is tougher forecaster of positive job performance obviously illustrating the two-way correlation among manager and worker contrasted to the three prior structures: job satisfaction, employee commitment and organizational citizenship behaviour. Involved workers are psychologically connected to their organization and extremely engaged in their work with a fantastic passion for the accomplishment of their company, going additional mile away from the employment prescribed arrangement

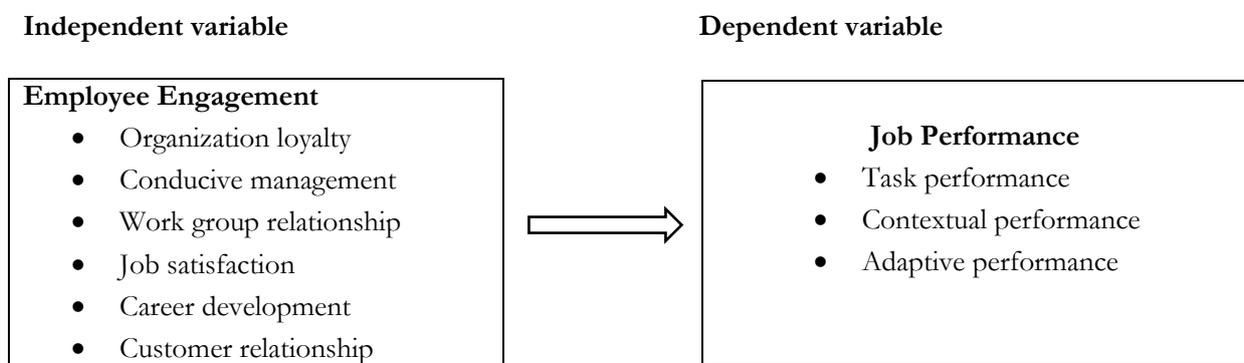
Ahmed & Dajani (2015) analyzes the effect of employee engagement on job performance and organizational commitment. Regression analysis was utilized to forecast and clarify the planned connections between independent and dependent variable. The study was organized on 245 bank workers from several private and public banks working in Cairo-Egypt. Worker engagement had substantial effect

on job performance, but less effect on organizational commitment. The result showed that the Employee engagement had significant impact on job performance, but less impact on organizational commitment. Umer (2019) done to measure the consequence of employee engagement on job performance. The scale of the study was defined to Headquarters of the 16 private banks geographic and abstractly the 3 dimensions of employee engagement: dynamism, devotion and concentration were used. The results of the survey showed that there was a constructive impact of employee engagement on job performance. The consequence of the survey recommends the importance of employee engagement for the achievement of organizational performance via various roles involved workers provide to their organizations.

Yongxing, Hongfei, Baoguo, & Lei (2017). Investigate the Work engagement and job performance: the moderating role of perceived organizational support (POS). The assumptions were examined with the sample of 1049 workers. Consequences of ranked regression investigation showed the job engagement is absolutely linked to independent task performance, and the connection among labor engagement and independent task performance is moderated with POS, such that the constructive correlation is further important when POS advanced than low down.

### Conceptual framework

An analysis and review of the relevant literature have used to develop the following conceptual framework. This conceptual framework is used to clarify the connection between the variables, which are involved in the study and describes the nature of the hypothesis of the study.



**Figure 01:** conceptual framework of the study  
 (Source: Developed for this study)

### Hypotheses

According to the developed conceptual framework, the research hypotheses of this study are as follows:

#### Null Hypotheses:

H<sub>01</sub>: There is no significant relationship between employee engagement and job performance

H<sub>02</sub>: Employee engagement has no significant impact on job performance

#### Alternative Hypotheses:

H<sub>a1</sub>: There is a significant relationship between employee engagement and job performance

H<sub>a2</sub>: Employee engagement has a significant impact on job performance

## Operationalization of the study

**Table 1:** Operationalization

Concept	Variables	Dimensions	Measurements
Employee engagement	Employee engagement (Independent variable)	Organization loyalty	Q1 - Q6
		Conducive management	Q7 - Q8
		Work group relationship	Q9 - Q12
		Job satisfaction	Q13 - Q15
		Career development	Q16
		Customer relationship	Q17 - Q20
Job performance	Job performance (Dependent variable)	Task Performance	Q21 - Q26
		Contextual performance	Q27 - Q32
		Adaptive Performance	Q33 - Q40

Source: Developed for this study)

## Sample of the study

The study focuses all the development officers working in Divisional Secretariat Nintavur. Population consists of 112 Employees. Researchers decided to study the whole population since the size of the population is comparatively small. Accordingly, questionnaires were distributed to all the development officers, but 102 respondents responded to this study.

## Data collection techniques and data analysis

This Study aims on primary data which were accumulated through the self-assessment questionnaire from the development officers in Divisional secretariat, Nintavur. Data gathering was done through the field survey. The questionnaire includes 40 statements. The study used 5-point Likert scale model for the statements where respondents are needed to select and put a circle to a number in the cage next to the statement, based on how much they agree or disagree with each statement. The investigation of primary data carried out by using Statistical Package for the Social Science (SPSS) 20.0. To confirm the quality of the instrument the reliability and validity analysis were checked. George and Mallery (2003), indicated decision characteristics for data consistency and Factor analysis is done using primary components analysis with Varimax rotation method in order to regulate construct validity of the measure. Kaiser Meyer-Olkin (KMO) test and Bartlett's examination of sphericity is used to check the sample suitability of using factor examination.

## Data presentation and analysis

### Response rate

The study aimed a sample size of 112 respondents who were supposed to participate in the study from which 102 respondents filled in and returned the questionnaires. Totally 102 respondents were utilized for evaluation giving a response rate of 91.07%. The response rate was satisfactory to make the conclusion.

### Reliability of the instrument

Reliability measurements are arranged in Table 2. In view of the choice credits of reliability examination shaped by George and Mallery (2003), Cronbach’s Alpha estimations of factors associated with this investigation are very high. Hence this instrument seems, by all accounts, to be a genuinely dependable proportion of surveying the effect of EE and JP.

**Table 2:** Result of reliability analysis

Variables	No. of scale items	Cronbach’s Alpha value
Employee Engagement	20	0.811
Job performance	20	0.880

### Validity of the scale

According to the findings KMO value is 0.5. The assumption derived from the results was that the questionnaire reports were basically related, implying that the factor analysis was applicable for the data set since the reliability and the validity of the data was assured. The following table 3 shows the validity of the data.

### Correlation analysis

**Table 3 :** KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.500
	Approx. Chi-Square	91.011
Bartlett's Test of Sphericity	df	1
	Sig.	0.000

### Descriptive Analysis

The standard deviation of employee engagement is 0.29451, revealed that there was a low disparity in the levels of among the respondents. This was validated by analyzing the minimum and maximum scores. Where the minimum score was 3.70, while the maximum score was 4.95. Like that, the overall mean value of employee engagement is 4.440. And overall mean value of job performance is 4.5834, this indicates high level of job performance among respondents. The standard deviation is 0.29892, revealed that there was a low variation in the levels of job performance among the respondents. This was validated by examining the minimum and maximum scores. Where the minimum score was 3.70, while the maximum score was 5.00. The following table 4 shows the result of descriptive analysis.

**Table 4:** Results of Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Employee engagement	102	3.70	4.95	4.4400	.29451
Job performance	102	3.70	5.00	4.5834	.29892
Valid N (list wise)	102				

To discover the significant relationship between employee engagement and job performance, relationship assessment was done. Result showed that correlation coefficient between Employee engagement and Job performance is 0.756 which indicates that there is a strong positive relationship between employee engagement and job performance, supported by the significance level 0.000 which is less than 0.05. It was found that there is a significant relationship between EE and JP (P-value = 0.000 which is less than 0.05). According to this finding the null hypothesis  $H_{01}$  is rejected and the alternative hypothesis  $H_{a1}$  is accepted.

According to this research outputs given in table 6, all the dimensions of EE have significant positive relationship with job performance. Work group relationship ( $r = 0.618, p = 0.000$ ) and customer relationship ( $r = 0.614, p = 0.000$ ) is highly significantly positively correlated with job performance (JP) while Conducive management ( $r = 0.378, p = 0.000$ ) and Job satisfaction ( $r = 0.461, p = 0.000$ ) has a moderate level of significant positive relationship on JP But Company Loyalty ( $r = 0.173, p = 0.000$ ) and Career development ( $r = 0.230, p = 0.000$ ) has lower level of significant relationship with JP of development officers in Nintavur Divisional Secretariat Nintavur. The following tables 5 and 6 shows the result of correlations analysis.

**Table 5 :** Result of correlations analysis between EE and JP

Variables	Job performance (JP)	
Employee engagement (EE)	Pearson Correlation	0.756**
	Sig. (2-tailed)	.000
	N	102

\*\* . Correlation is significant at the 0.01 level (2-tailed)

**Table 6:** Result of correlations analysis between dimension of EE and JP

Employee engagement dimension	Sig.	Job performance (JP)
Company Loyalty	0.000	0.173
Conducive management	0.000	0.378
Career development	0.000	0.230
Customer relationship	0.000	0.614
Job satisfaction	0.000	0.461
Workgroup relationship	0.000	0.618

### Simple linear regression analysis

The following tables 7, 8 and 9 shows the result of simple linear regression analysis. Table 7 shows that the adjusted  $R^2$  value is 0.576. This explain that 57.6% of the difference in job performance could be described by the model including employee engagement but the remaining 42.4% of the variety is as yet not supported, so adding other independent variables could improve the impact on job performance. So the finding clearly revealed that the EE has the significant impact on JP. Therefore the null hypothesis  $H_{02}$  is rejected and the alternative hypothesis  $H_{a2}$  is accepted which explain that Employee engagement has a significant impact on job performance. The following table 7 shows the model summary of the regression analysis.

Table 7: Model Summary of simple linear regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756 <sup>a</sup>	.571	.576	.19666

a. Predictors: (Constant), Employee engagement

The Following table 8 shows the coefficients. Values of mean square regression and residual are 5.562 and 0.39, respectively. Here as F is significant (P value=0.000<0.05), it can be concluded that there is liner relationship between employee engagement and job performance and that the regression equation allows to predict the job performance at great level.

**Table 8:** ANOVA<sup>a</sup>

	<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	5.562	1	5.562	143.827	.000 <sup>b</sup>
	Residual	4.177	108	.039		
	Total	9.739	109			

a. Dependent variable: Job Performance

b. Predictors: (Constant), Employee Engagement

In standings of the table 9, unstandardized beta values for constant and employee engagement are 1.178 and 0.767 individually. The unstandardized regression coefficients of employee engagement in the regression model designate the depth / extent of effect of employee engagement on job performance of development officers. A linear regression equation between the independent and dependent variable is formed as follows:

$$JP = 1.178 + 0.767 (EE)$$

Where,

JP=Job Performance

EE= Employee Engagement

The above equation implies that if EE changes by one unit, there will be 0.767 unit change in JP. It also reveals the path of the connection. The coefficient is positive, which suggests direct positive impact of EE on JP of development officers. The t-value against EE regression coefficient in the model is described to evaluate whether the EE is a significant forecaster of the JP. Since  $t = 11.993$ ,  $p = 0.000 < 0.05$ , it can be implied EE is significant forecaster of JP. The following table 9 shows the coefficients.

**Table 9:** Coefficients

<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Coefficients</b> <b>Beta</b>		
(Constant)	1.178	.285		4.138	.000
Employee engagement	.767	.064	.756	11.993	.000

a. Dependent Variable: Job performance

### Findings and Discussion

The study results demonstrate that mean value of employee engagement is 4.4400 with the standard deviation of 0.29451. This explain that development officers have high level of employee engagement as well as low variation among them about the employee engagement.

Moreover, Correlation coefficient between employee engagement and job performance is 0.756 ( $p = 0.000 < 0.05$ ). This finding well express that there is a strong significant positive association between employee engagement and job performance of development officers in Divisional Secretariat Nintavur.

Further, the result showed that 57.6% of the difference in job performance could be described by the employee engagement. Further regression evaluation indicates that, if employee engagement of development officers improved by one unit, their job performance improves by 57.6 unit. This result validates a substantial constructive impact of employee engagement on job performance of development officers in divisional secretariat Nintavur.

Further, work group relationship, customer relationship, Conducive management, Job satisfaction, Company Loyalty and Career development are significantly positively correlated with JP of development officers. It explains that, if the above dimensions increase the job performance of development officers also enhance in Nintavur Divisional Secretariate Nintavur.

## **Conclusion**

The study found that the development officers have high level of employee engagement on their work. Further, EE highly significantly associated with job performance of development officers and it has significant positive impact on their job performance in Divisional Secretariat Nintavur. So, the conclusions indicate that development officers with higher level of employee engagement are demonstrating higher level of performance.

## **Recommendations**

The organization should improve the planning, policies, procedures, training and development programs in order to improve the employees' Company loyalty, Conducive management, work group relationship, Job satisfaction, Career development and Customer relationship with the purpose of enhancing employee job performance.

Organization wants to ensure regarding the employees training and development and they should have rewarding and recognitions for their higher achievement and apart from the regular work meetings they can organize team building, brainstorming and motivational seminars and outings. Hence the employee's loyalty towards the organization can be enhanced. And also the management should promote job training and continuing the education that will help to fuel the employees' growth in career.

To improve the conducive management in the organization, employees' participation is very important. And also, they should be involved in decision making processes within the organization and through which they can provide their suggestions also. The organization should improve their conducive management, the employees can be given with fair compensation and fulfilled with realistic expectations.

## **Study Limitations and further study**

This study utilized a comparatively sample size of 102 development officers working in Divisional Secretariat Nintavur. So upcoming researchers can replicate this study with a large amount of sample size by concerning other divisional Secretariat in one district or province or in Sri Lanka. Further, future researchers can include other category workers such as: executive officers, management assistants, field officers, Garama Niladharies, Samurthi development officers and low-level workers at working in Divisional Secretariat.

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