

THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND JOB
PERFORMANCE THE CASE OF KURDISTAN TECHNICAL INSITUTE IN
SULAYMANIAH

NAZYAR BAKHTYAR KARIM

QAIWAN INTERNATIONAL UNIVERSITY

UNIVERSITI TEKNOLOGI MALAYSIA

DECLARATION OF THESIS / UNDERGRADUATE PROJECT REPORT AND COPYRIGHT

Author's full name : Nazyar Bakhtyar Karim

Date of Birth : 21/12/2000

Title : Relationship between Employee Engagement and Job
Performance

Academic Session : 2022-2023

I declare that this thesis is classified as:

☐

CONFIDENTIAL

(Contains confidential information under the
Official Secret Act 1972)*

☐

RESTRICTED

(Contains restricted information as specified by
the organization where research was done)*

☒

OPEN ACCESS

I agree that my thesis to be published as online
open access (full text)

1. I acknowledged that Universiti Teknologi Malaysia reserves the right as follows:
2. The thesis is the property of Universiti Teknologi Malaysia
3. The Library of Universiti Teknologi Malaysia has the right to make copies for the purpose of research only.
4. The Library has the right to make copies of the thesis for academic exchange.

Certified by:



SIGNATURE OF STUDENT



SIGNATURE OF SUPERVISOR

QU182SHAR014

MATRIX NUMBER

Shaso hemin

NAME OF SUPERVISOR

Date: 15 JUNE 2023

Date: 15 JUNE 2023

“I hereby declare that we have read this thesis and in my opinion this thesis is sufficient in term of scope and quality for the award of the degree of Bachelor of Human Resource Development”

Signature : 

Name of Supervisor : Shaso Hemin

Date : 15 JUNE 2023

THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND JOB
PERFORMANCE

NAZYAR BAKHTYAR KARIM


A report submitted in fulfilment of the
requirements for the award of the degree of
Bachelor of Sciences (Human Resource Development)

School of Human Resource Development and Psychology
Faculty of Social Sciences and Humanities
Qaiwan International University

JUNE 2023

DECLARATION

I declare that the present thesis titled “The Relationship Between Employee Engagement and Job Performance among academic staff at Kurdistan Technical Institute in Sulaymaniyah” represents the outcome of my independent research, with the exception of the duly referenced sources. This thesis has not been previously accepted as part of any academic qualification and is not concurrently being submitted for consideration for any other degree program.

Signature : 
Name : Nazyar Bakhtyar Karim
Date : 15 JUNE 2023

DEDICATION

This thesis is a tribute to my parents, who have been my constant source of inspiration and guidance throughout my life. My father, with his unwavering determination and resilience, has instilled in me the importance of perseverance and the belief that hardships are what shape us and make us stronger. He has always encouraged me to push through difficult times and to never give up on my goals.

On the other hand, my mother, with her unwavering optimism and perseverance, has taught me the importance of persistence and the power of never giving up. She has always been there to remind me that even when things seem impossible, I can do it.

ACKNOWLEDGEMENT

I spoke with a lot of people, academicians, and practitioners while writing this research. They have helped me to understand and think more clearly. I praise Allah that I was able to finish this thesis on time.

I especially want to thank Mr. Shaso Hemin and Dr. Mohd Azhar Abd Hamid, who served as my primary thesis supervisors, for their support and advice in helping me write a stronger thesis. They were quite helpful as I worked to finish this thesis. They had been quite helpful in providing encouraging feedback. This thesis would not have been the same without her ongoing assistance and attention.

I also want to show my appreciation to my family, who have consistently provided me with moral support. I'm grateful to my parents and siblings for being understanding when I didn't have a lot of time to spend with them at home. My mom provided some unexpected food while I was working on this thesis; I'm grateful. I would want to thank my best friend Savan for all of his assistance and advice on how to write the thesis. I'm grateful to every member of my family.

ABSTRACT

The level of employee engagement affects job performance significantly. It relates to an employee it can significantly affect how successful they are in their position. Employee engagement is a measure of how invested and committed an employee is to their work and their organization. Engagement is frequently considered a crucial element in evaluating job performance as employees who are engaged tend to demonstrate higher levels of motivation, productivity, and dedication towards achieving their objectives. In these studies, had shown that engaged employees tend to have better job performance, higher levels of job performance, and lower turnover rates. The main objective of this study is to explore the correlation between employee engagement and job performance among academic staff at Kurdistan Technical Institute. However, by distributing questionnaires, data were collected from 52 academic staff in KTI, the relationship between both of the variables is positive.

TABLE OF CONTENTS

TITLE	PAGE
DECLARATION	i
DEDICATION	ii
ACKNOWLEDGEMENT	iii
ABSTRACT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
LIST OF ABBREVIATIONS	x
LIST OF APPENDICES	xi
CHAPTER 1 INTRODUCTION	1
1.1 Introduction	1
1.2 Background of the Study	1
1.3 Problem Statement	2
1.4 Research Questions	3
1.5 Research Objectives	3
1.6 Scope of Study	3
1.7 Significance of the study	3
CHAPTER 2 LITERATURE REVIEW	5
2.1 Introduction	5
2.2 Discussion of the Independent Variables (IV)	5
2.2.1 Employee Engagement Theory	6
2.2.2 Gallup Employee Engagement Model	6
2.2.3 Kahn's Model of Employee Engagement	6
2.2.4 The Zinger Model	7
2.3 Discussion of the Dedependent Variables (IV)	7
2.3.1 Job Performance Theories	7

2.4 Previous Studies	8
2.4.1 Employee Engagement	8
2.4.2 Job Performance	9
2.4.3 Relationship Between Employee Engagement and Job Performance	10
2.5 Research Framework	11
2.6 Summary	12
CHAPTER 3 RESEARCH METHODOLOGY	13
3.1 Introduction	13
3.2 Research Design	13
3.3 Population and sampling	14
3.4 Data Collection Method	14
3.5 Research Instrument	14
3.5.1 Section A: Demographic Information	15
3.5.2 Section B: Employee Engagement	15
3.5.3 Section C: Job Performance	16
3.6 Pilot Study	17
3.7 Data Analysis Method	19
3.7.1 Descriptive Analysis	20
3.7.2 Inferential Statistic	21
3.8 Summery	22
CHAPTER 4 DATA ANALYSIS AND RESULTS	23
4.1 Introduction	23
4.2 Respondents' Feedback	23
4.3 Respondents' Demographic Analysis	24
4.3.1 Respondents' Gender:	24
4.3.2 Respondent's Age:	24
4.3.3 Respondent's location:	25
4.3.4 Respondent's Education:	25
4.3.5 Respondent's Work Experience:	25
4.4 Descriptive Statistics (Mean Score Analysis)	26

4.4.1 Objective 1: To determine to level of Employee Engagement among academic staff at KTI.	26
4.4.2 Objective 2: To evaluate to level of Job Performance among academic staff at KTI.	28
4.4.3 Objective 3: To investigate the connection between Employee Engagement and Job Performance among academic staff in KTI.	29
4.5 Summery	30
CHAPTER 5 CONCLUSION, RECOMMENDATION AND CONCLUSION	32
5.1 Introduction	32
5.2 Discussion	32
5.2.1 Objective 1: To Determine to Level of Employee Engagement Among Academic Staff.	32
5.2.2 Objective 2: To Evaluate to Level of Job Performance Among Academic Staff.	34
5.2.3 Objective 3: To Investigate the Connection Between Employee Engagement and Job Performance Among Academic Staff.	35
5.3 Limitations	36
5.4 Recommendation	37
5.5 Conclusion	37
REFERENCES	39

LIST OF TABLES

TABLE NO.	TITLE	PAGE
Table 3.1	: Likert Scale - (Pritha Bhandari , 2022)	15
Table 3.2	: The Dimension and Items (Aon Hewitt, 2013)	15
Table 3.3	: Likert Scale (Jared Cornell 2022)	16
Table 3.4	: The Dimension and Items in (Queiroga, 2009)	17
Table 3.5	: The Value of Cronbach's Alpha and Internal Consistency	18
Table 3.6	: Result of Pilot Study	18
Table 3.7	: Data analysis method for Research objectives	19
Table 3.8	: The level of Employee Engagement among Academic Staff (Lawrence Barker 2022)	21
Table 3.9	: The level of Job Performance among Academic Staff (Mukinin and Hidayat 2013)	21
Table 3.10	: Interpretation of Correlation Coefficient	21
Table 4. 1:	Summary of Respondents' Feedback	23
Table 4. 2:	Frequency of Respondents' Gender	24
Table 4. 3:	Frequency of Respondents' Age	24
Table 4. 4:	Frequency of Respondent's Location	25
Table 4. 5:	Frequency of Respondents' Education	25
Table 4. 6:	Frequency Respondent's Work Experience	26
Table 4. 7:	Descriptive mean score statistic for Employee Engagement among academic staff at KTI.	27
Table 4. 8:	Descriptive mean score statistic for Job Performance among academic staff at KTI.	28
Table 4. 9:	Correlation Analysis between the Employee Engagement and Job Performance	29
Table 4. 10:	Regression Analysis	30
Table 4. 11:	Summary based on Objectives and its Findings	31

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
Figure 2.1	IV / DV	11

LIST OF ABBREVIATIONS

KTI	-	Kurdistan Technical Institute
SPSS	-	Statistical Package for Social Science
SET	-	Social Exchange Theory

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
Appendix A	QUESTONNAIRE	59
Appendix B	VALIDATION FORM	63
Appendix C	TURNITIN	64

CHAPTER 1

INTRODUCTION

1.1 Introduction

This study seeks to analyze the relationship between employee engagement and job performance. An overview of the entire research is provided in this chapter. This chapter provides information about the study's background and how the investigation will be conducted. It also covers the thesis arrangement, problem statement, research questions, study objectives, study significance, and the study's scope. This study aims to see if there is a link between employee engagement and job performance.

1.2 Background of the Study

This research aims to investigate the correlation between employee engagement and job performance of academic staff at Kurdistan Technical Institute. Employee engagement refers to a positive attitude towards the organization and its values, as defined by Macey and Schneider (2008). When employees are engaged, they possess a clear understanding of the company's objectives and collaborate with their colleagues to enhance their performance. It is crucial for businesses to establish mutual engagement between employers and employees to foster engagement, as emphasized by Robinson, Perryman, and Hayday (2004). Empirical research suggests that companies with high employee engagement are more likely to surpass industry average revenue growth, as noted by Ellis and Sorensen (2007). In fact, studies indicate that organizations experiencing double-digit growth typically exhibit higher levels of employee engagement. Job performance, according to Motowidlo (2003), denotes the value that an individual's conduct contributes to the organization over a specific period. Moreover, Norman (2013) defines job performance as the observable and measurable actions of individuals that support the attainment of the company's objectives.

1.3 Problem Statement

It will affect the academic staff, if the employees are engaged, they will perform better when they face an issue in the organization at that time, they will be able to know whether they are engaged or not. The manager or leaders also need to help the employees when they face an issue. When employees are engaged, they are more committed to their work and the organization's goals, which can lead to improved job performance. Engaged employees are also more likely to go above and beyond their job requirements, take on additional responsibilities, and strive for excellence.

Employee engagement has become a critical factor for organizational success, as it contributes to increased job satisfaction, reduced absenteeism, and higher productivity levels among employees. Despite the recognition of the benefits of employee engagement, there is still limited research on the relationship between employee engagement and job performance, particularly among academic staff. This gap in knowledge presents a challenge for organizations seeking to improve employee engagement and ultimately enhance job performance. Therefore, this study aims to address this gap in research by exploring the relationship between employee engagement and job performance among academic staff at Kurdistan Technical Institute. The findings of this study will provide insights into the factors that drive employee engagement and help organizations develop effective strategies to enhance job performance among their workforce.

According to a study by (Xu, Wang, Wang, & Liu, 2011) The problem statement based on this study could be: Despite the evidence that employee engagement is positively associated with job performance. This disengagement is leading to low levels of job performance, The organization is looking for an effective approach to increase employee engagement and improve job performance, in order to enhance productivity and reduce turnover rates, which ultimately will impact positively on the organization

1.4 Research Questions

To determine the level of employee engagement.

To evaluate the level of job performance.

To investigate the connection between employee engagement and job performance.

1.5 Research Objectives

The objectives of the research are :

- (a) What the level of employee engagement ?
- (b) What the level of job performance?
- (c) What connection exists between employee engagement and job performance?

1.6 Scope of Study

This study is being conducted to identify the relationship between employee engagement and job performance. This study will be conducted among academic staff in Kurdistan Technical Institute. The sampling scope of the respondent in this study is academic staff in the Kurdistan Technical Institute (KTI). The variable ranges of this study are employee engagement and job performance. The Independent variable in this study is employee engagement, measured by a questionnaire adapted from (Aon Hewitt, 2013) which elements are seen to contribute to the concept of employee engagement. It is a cross-sectional quantitative study because self-administrated questionnaires will be used.

1.7 Significance of the study

This study aims to investigate the employee engagement and job performance of KTI to obtain information and insights for the research. Through this study, employees will gain a deeper understanding of the relationship between engagement and job performance. The findings of this research are expected to encourage academic

employees to become more interested and engaged in their work, ultimately benefiting KTI.

Furthermore, the study is anticipated to benefit KTI by enhancing employee engagement and job performance, both of which are critical for organizational success. Engaged and committed employees tend to perform better and contribute to high levels of productivity.

Finally, the study is expected to be advantageous for academic staff as it allows them to evaluate themselves and identify areas for improvement. The results of this research can be used to develop programs and initiatives that promote employee engagement and job performance. Ignoring employee engagement and performance can hinder managers' ability to assess and improve their staff.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter will review some studies related to employee engagement and job performance. The theories and concepts relating to the relationship between employee engagement and job performance are covered in this section. This chapter also includes the diagram of the research framework that this study generated.

2.2 Discussion of the Independent Variables (IV)

According to (Peter G. Furst, 2018), Employee engagement helps an organization develop better in the performance field, from the process to the outcome. The actions and performance of engaged employees can positively affect the organization. They are the ones who believe in the organization, keep developing them to make things better, identify with the organization, can be relied upon when things get hard, and see the organization's importance the same way as they see themselves. In the report about employee engagement in (2010 Ashish Arora), during the economic challenge times, the organizations with high levels of engagement of sixty-five percent or higher "outperformed the total stock market index and posted total shareholder returns that were twenty-two percent higher than average. On the other hand, the organizations with low engagement (forty-five percent or less) had a total shareholder return that was twenty-eight percent below average". (MacPherson, 2013, p. 3) Consequently, employee engagement not only helps the organization achieve the best outcomes in business but also retains the best place to work and increases employee retention.

2.2.1 Employee Engagement Theory

In contemporary research on employee engagement, the social exchange theory (SET) is the most generally acknowledged and applied theory (Blau, 2017; DeLamater & Ward, 2013; 1987; Homans, 1961). People make social decisions based on perceived costs and reciprocal benefits, which is the fundamental tenet of SET. It contends that employees will be encouraged to participate in their work when employment is based on a just and equitable exchange system. In conclusion, the SET theoretical underpinning explains why employees engage in their work more or less, either favorably or unfavorably, depending on the financial and emotional resources received from their organization or even choose to stay with it (Maha Ahmed Zaki Dajani vol. 3, no. 5.2015).

2.2.2 Gallup Employee Engagement Model

According to (Gallup, 2018). The mission of the Gallup Employee Engagement Model is to identify a precise method for calculating employee engagement inside a business. This concept is beneficial in scenarios when managers and their teams may stand to improve. Gallup created a pyramid-based methodology that employs survey questions to determine whether an employee's needs for performance improvement are satisfied to accurately measure employee engagement. The pyramid stages—essential, individual, teamwork, and growth—provide a structure for managers to offer support and development for team members. In order to identify the essential components of employee engagement, managers that use this methodology first ask employees to take a survey.

2.2.3 Kahn's Model of Employee Engagement

After doing research that led him to theorize that meaningfulness, safety, and ability directly impact an employee's ability to perform at their best, psychologist William Kahn created Kahn's Model of Employee Engagement. According to the framework for this model, there will be a rise in engagement if an employee finds their work meaningful, feels comfortable in the workplace, and can fulfill their maximum mental and physical potential at that particular time. Implementing physical engagement, cognitive engagement, and emotional engagement are prioritized in

Khan's core beliefs and tactics. This kind of concept is helpful in organizations searching for methods to increase employee cohort motivation. (Kahn, 1990)

2.2.4 The Zinger Model

The Zinger model of employee engagement (Zinger, 2009). The employee engagement model developed by David Zinger has a pyramidal design. It highlights the significance of employee needs, such as well-being and meaningful work, and the necessity of starting with outcomes before moving on to employee engagement. Every "building block" of the pyramid represents a step that needs to be taken to promote engagement at work.

2.3 Discussion of the Dedependent Variables (IV)

Since employees are inextricably linked to all forms of organizational support in their everyday work, there are comparatively more studies on the influence of perceived organizational support on job performance than on the impact of external resources (Lee et al., 2021).

2.3.1 Job Performance Theories

Campbell (2012) amended Campbell et al. (1993) to depict a consensual latent structure that is specified as precisely as feasible in light of what has occurred since the late 1980s up to the present. Even though it makes things sound less fascinating, the goal was to employ as few ambiguous abstractions as possible. The following are claimed to be the three fundamental substantive factors of individual performance in a work role: 1. Technical aptitude: Virtually all jobs or labor responsibilities have technological performance criteria, which all models acknowledge. These specifications may differ depending on the relevant field (for example, operating a car versus analyzing data) and the amount of complexity or difficulty within the field (driving a taxi versus driving a jetliner, tabulating sales frequencies versus modeling institutional investment strategies). According to Wisecarver et al. (2007), this element should also consider what they refer to as essential interpersonal tasks, such as interacting with patients, vendors, consumers, or other community members. These

tasks are frequently referred to as customer service. They are just as technically complex as maintaining machinery. This dimension has many sub-factors, and the domain can be divided into wide or narrow slices. 2. Communication: Only the Campbell et al. (1993) model isolated communication as a distinct dimension; otherwise, it is a subfactor in almost all other models. It speaks to the ability to effectively communicate organized, transparent, intelligible, and persuasive information. It is not restricted to formal communication and is distinct from subject matter expertise. Oral and written communications are the two main sub-factors, and their weights might differ significantly between job roles. 3. Initiative, perseverance, and effort: This element was first identified in the literature on contextual performance, management performance, and organizational commitment, where it was known as conscientious initiative. The factor model for Project A included it as well. This factor must consist of observable actions to meet the performance definition used in this article. As a result, it is frequently defined as putting in extra time, taking on more responsibility, going above and beyond what is expected of them, or working in difficult or dangerous circumstances. Frese (2008) refers to these behaviors as "active performance."

2.4 Previous Studies

2.4.1 Employee Engagement

Engagement is good for the employees. In the traditional way of working for many years, employers are supposed to be responsible for creating a working environment, setting expectations, and ensuring that the job itself is attractive and challenging for their employees. Recently, this perception has changed in the way that employees are wondering how they can challenge and develop themselves in a particular environment. Employees want to take part in the process of developing their values, goals, and career development. (MacPherson, 2013, p. 5) Engagement provides the opportunity to improve the employees' ability in their work and to invest and develop themselves with the organization's value. "The combination of employing and expressing a person's preferred self-yields behaviors that bring alive the relation of self to role" (Markwich & Robertson-Smith, 2009, p. 21).

Not only does high employee engagement increase focus and efficiency, but it also decreases rates of absenteeism. Because engaged employees care about what they do, they recognize the importance of their effort in contributing to the success of their employer. This means that employees consistently turn up to work and work well while they are there (Nahrgang, Morgeson & Hofman, 2011)

A support work environment with employees' needs, such as information or knowledge they need for job aid employees for focused work, is considered to be the critical determinant of employee engagement." (Juan et al., 2016, p. 131)

Unengaged workers decide to remain for various reasons, including financial gain, job prospects, security, stability, familiarity, pleasant working environment, or even hesitation and unwillingness to change occupations. Being disengaged does not imply a lack of dedication but rather a devotion to the wrong things, which helps to skew the company's engagement rate. (2012) Rice, Marlow, and March) Unengaged personnel risk the organization because they need more motivation to stick around, contribute, and work hard for the company's success.

2.4.2 Job Performance

According to Danni White (2019), given the importance of job performance in companies, it is evident that measuring individual performance should accurately and validly reflect job performance. In this way, authoritative performance lists are high when it inspires workers to have positive states of mind. The immediate result of representative participation was work performance and authoritative performance (Imran, Arif, Cheema, & Azeem, 2014).

Since employee performance is vital to enterprises, managers should consider enhancing employee performance by enticing employees to carry out their jobs and duties as effectively and efficiently as possible. As a result, motivation in the workplace is crucial and essential since it has the potential to alter employees' behavior for the better. Because of this, many managers think that by cultivating an environment where people are engaged at work, their firms will make great strides forward. Tasks, in-role, contextual, and extra-role performances all fall under the category of job

performance. Task-related behaviors that an employee may control are included in their performance at work. For this study, job performance and employee engagement are related. (Asian Social Science; Vol. 9, No. 9; 2013).

2.4.3 Relationship Between Employee Engagement and Job Performance

Workplace performance and employee engagement are closely related. Engaged individuals are more likely to perform well, whereas disengaged employees are more likely to perform poorly. Job performance is significantly influenced by employee engagement. According to a survey by the Society for Human Resource Management, employees who are engaged are more likely to be great achievers, have higher attendance, and remain with their company longer. Organizations can promote employee engagement by offering opportunities for meaningful work experiences, providing career development opportunities, encouraging open lines of communication between management and staff, fostering teamwork and collaboration across departments, and recognizing both significant and minor accomplishments. Organizations may establish an environment where workers feel inspired to do their best work every day by taking these actions. Bakker and Demerouti (2008) explain that engaged employees perform better than those who are not because they are emotionally more positive (happy, joyful, and enthusiastic) and enjoy better health. Besides, engaged employees have the personal and job resources to motivate them to perform. According to Borman and Motowidlo (1997), job performance consists of task or in-role behavior and contextual or extra-role behavior.

The relationship between job performance and employee engagement is influenced by loyalty to the company. A sense of significance, passion, inspiration, pride, and challenge are all characteristics of dedication. Last but not least, absorption is characterized by complete focus on, immersion in, and difficulty disengaging from one's activity. According to Bakker (2009), there are four possible explanations for why engaged employees outperform non-engaged ones.

First, motivated workers would feel good feelings like joy and enthusiasm, which would help to explain why they are more productive.

Second, more technically resourceful workers would be healthier because they would have more of them. People may work more effectively if they put their resources, energy, and abilities into it.

Third, engaged employees are more productive because they can develop and utilize their own resources.

Fourth, motivated personnel will spread their enthusiasm to their coworkers, improving team performance. This study's primary goal is to provide light on engagement's role in the connections between job success and engagement.

Job performance is defined here as the total added value—financial or otherwise—that employees contribute to achieving the specified organizational goals directly and indirectly. Employee involvement has been linked to improved organizational performance measures, including Employee engagement, performance, absenteeism, organizational commitment, and security. Employee engagement improves an organization's overall performance, from the process to the result. Positive organizational effects may result from the engaged employees' performance and activities. They are the ones who have faith in the organization, work to improve themselves, identify with the organization, can be counted on when times are tough, and recognize the organization's significance in the same sense that they see it. (MacPherson, 2013, p.3)

2.5 Research Framework

This worked as research on how academic staff members' job performance and employee engagement relate to one another. Employee engagement functioned as the independent variable in this study, and job performance functioned as the dependent variable.

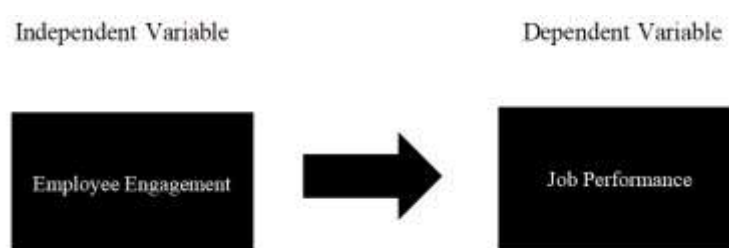


Figure 2.1 IV / DV

An effective employee engagement strategy not only improves “job performance” but also fosters a sense of community and commitment among employees. When employees feel positively and effectively engaged, they develop an emotional connection with their organization, which in turn affects their behavior towards their colleagues and the organization's clients. This leads to improved customer service and performance (Sahoo & Mishra, 2019). Additionally, businesses with high levels of employee engagement tend to have lower turnover, absenteeism, and incidents of theft and defects. This leads to improved quality, increased safety, and higher profitability (Sense, 2022). Businesses with high employee engagement rates do better than their peers across the board.

2.6 Summary

Based on a review of previous studies, this chapter's analysis of employee engagement and job performance comes to a close. The theoretical model and a comprehensive description of this study's dependent and independent variables are also included in this literature review. The effects of earlier research on employee engagement and job performance are also discussed in this chapter. In addition, the knowledge acquired through theories and models is crucial for the research. The conceptual framework was built from earlier research to provide a perspective on the current study. “Last but not least” this chapter is crucial for learning about the connection between employee engagement and job performance.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discussed the method and procedures of the research used in this study. The research design, population and sampling, data collection method, research instrument, pilot study, and data analysis method will be discussed.

3.2 Research Design

The research design is referred to as the strategic plan to collect all the data and information required to address the study's research objectives and research questions. The goal of the research design in this study is to ensure that the data collected can be used in the future to as clearly answer the research questions as feasible. According to the study's research question, the researcher is trying to find the relationship between academic staff members among lectures, Employee Engagement, and Job Performance. In order to respond to the questions, a cross-sectional quantitative study method will be used with questionnaires to assess the relationship between academic staff members' employee engagement and job performance.

The academic staff of Kurdistan Technical Institutes will receive the questionnaires. The questionnaires will be divided into three sections: demographics, employee engagement, and job performance. The respondents are required to provide a 5-Likert scale response to each question.

The questionnaires used to measure employee engagement are job performance among KTI academic staff. The purpose of the surveys was to examine the academic staff.

3.3 Population and sampling

The population of this study will be academically staff members at KTI in Sulaymaniyah. The total number of populations of Kurdistan Technical Institutes is 60. From the total population, 52 of sample is Convenience sampling is a non-probability sampling method used in this research. It involves selecting individuals or elements from a population based on their convenient availability or accessibility to the researcher. In other words, participants are chosen based on their easy accessibility rather than through a random or systematic approach. This method is often used in preliminary or exploratory studies, pilot studies, or situations where time, budget, or resources are limited., as recommended by Ghauri and Gronhaug (2005).

3.4 Data Collection Method

Data collection is gathering facts or materials for the study's continued investigation. In order to collect the quantitative data for this study, questionnaires were distributed and used to collect quantitative data. For this project, a questionnaire will be employed as the main data collection method. Primary data are gathered to respond to this study's research questions (Khadija Sitter, April 2020). Employee engagement and job performance are the two variables measured by the questionnaire used in this research.

3.5 Research Instrument

According to (Fraenkel & Wallen, 2009), Research instruments are equipment created to gather the information required to support or address the research questions. Questionnaires are the research instrument used to gather the data required for this study. A questionnaire is referred to as an "email " tool since it contains a variety of sets of questions from which the researcher may determine each respondent's opinion. A research instrument is a tool that helps researchers develop procedures for gathering data by providing answers to their research questions. Three factors comprise the study question: the first focuses with demographics; the second with employee engagement; and the third with job performance.

3.5.1 Section A: Demographic Information

The information in the demographic section relates to the respondents' genetic show and social background. The objective of this section is to gather information about the respondents. This section contains background information, such as gender, age, location, education, and work experience.

3.5.2 Section B: Employee Engagement

Questionnaires measuring the level of employee engagement among academic staff are found in section B. Strongly disagree is indicated by one, while strongly agree is shown by 5. The respondent would Items in this section have been taken from (Aon Hewitt, 2013). This part, which consists of Employee Engagement consists of 11 items, uses a five-point scale from 1 to 5 to measure employee engagement. be asked to rank their opinions according to the question posed. The five-point Likert scale used to measure employee engagement among respondents is shown in Table 3.1(Pritha Bhandari , 2022) and Table 3.2, the dimension and items (Aon Hewitt, 2013).

Table 3.1 : Likert Scale - (Pritha Bhandari , 2022)

Likert Scale	The level of employee engagement
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Table 3.2: The Dimension and Items (Aon Hewitt, 2013)

Dimension	Items
Employee Engagement	<ol style="list-style-type: none">1. I am pleased to have career advancement opportunities available to me in the organization.2. I am satisfied with the opportunities available in the

	<p>organization to utilize my skills and talents.</p> <p>3. I feel like going to work every morning.</p> <p>4. I keep working with the goal of my organization.</p> <p>5. I feel that my work is full of significance and purpose.</p> <p>6. I feel very happy when I work</p> <p>7. I feel proud of my work.</p> <p>8. I forget everything else while working.</p> <p>9. I work with full focus.</p> <p>10. After finishing my work, I feel tired.</p> <p>11. I see the value of my work.</p>
--	--

3.5.3 Section C: Job Performance

Questionnaires measuring the level of job performance among academic staff are found in section C. Items in this section have been taken from in (Queiroga, 2009). This part, which consists of job performance consists of 8 items, uses a five-point scale from 1 to 5 to measure job performance. Strongly disagree is indicated by one, while strongly agree is shown by 5. The respondent would be asked to rank their opinions according to the question posed. The five-point Likert scale used to measure job performance among respondents is shown in Table 3.3 (Jared Cornell 2022) and Table 3.4, the dimension and items (Queiroga, 2009).

Table 3.3: Likert Scale (Jared Cornell 2022)

Likert Scale	The level of Job Performance
1	Strongly Disagree

2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Table 3.4: The Dimension and Items in (Queiroga, 2009)

Dimension	Items
Job Performance	<ol style="list-style-type: none"> 1. I perform hard tasks properly. 2. I plan the execution of my job by defining actions, deadlines and priorities. 3. I plan actions according to my tasks and organizational routines. 4. I try to update my technical knowledge to do my job. 5. I execute my tasks foreseeing there. 6. I take initiatives to improve my results at work. 7. I work hard to do the tasks designated to me. 8. I seize opportunities that can improve my results at work.

3.6 Pilot Study

A crucial element of the research process is the pilot study. Before the primary research is undertaken, it can assist in identifying design difficulties and assessing the

feasibility, practicability, resources, time, and cost of a project. Pilot research has been carried out to assess the reliability and validity of the instruments being employed. During this time, it's crucial to identify any deficiencies or defects in the instruments used in the actual study in order to ensure that they are successful and useful. Within this research, a total of 15 academic staff members, were chosen to participate in the pilot study as respondents. The employee engagement questionnaire and job performance questionnaire were both examined throughout the pilot study.

By comparing the items to a determined Cronbach's Alpha score using SPSS, the validity of this study was evaluated. The range of Cronbach's Alpha values is 0 to 1. Cronbach's Alpha is regarded as being extremely dependable if its value is near to 1. Table 3.5 following displays the table for Cronbach's Alpha for internal consistency:

Table 3.5: The Value of Cronbach's Alpha and Internal Consistency (Alhozi et al, 2021)

Cronbach's alpha value (α)	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable

The pilot study has been done among 15 respondents in academic staff in another institute. The result of the pilot study is shown in Table 3.6 below. Both Cronbach's Alpha value showed that the questionnaires of employee engagement and job performance.

Table 3.6: Result of Pilot Study

Section	Dimension	No of Questions	Cronbach's Alpha
B	Employee Engagement	11	0.912
C	Job Performance	8	0.804

3.7 Data Analysis Method

The Statistical Package for Social Science (SPSS) program will be used to analyze the collected data. To analyze and organize the acquired raw data in a way that could aid in addressing the previously specified study questions, SPSS is employed. Both descriptive and inferential analysis will be used to investigate and analyze the connection between employee engagement and job performance. This study aims to determine the connection between an academic member of staff engagement and job performance in Kurdistan technical institutes. Descriptive statistics will be employed to measure respondents' employee engagement and job performance. The mean score, percentage, and frequency are used to present the results of the descriptive statistics. Additionally, the Pearson (r) correlation inferential statistic will examine the connection between employee engagement and job performance.

Table 3.7 : Data analysis method for Research objectives

Research Objective	To determine to level of employee engagement.	To evaluate to level of job performance.	To investigate the connection between employee engagement and job performance.
Instrument	Employee Engagement questionnaire.	Job Performance questionnaire.	Employee Engagement and job performance questionnaire.
Analysis Method	Descriptive analysis (Mean, Standard deviation, Percentages).	Descriptive analysis (Mean, Standard deviation, Percentages).	Inferential analysis person correlations.

3.7.1 Descriptive Analysis

This study will employ mean, percentage, and frequency as the descriptive analysis. Data gathered in Sections A, B, and C for each item will be analyzed using descriptive analysis.

Section A of the study will focus on gathering demographic information about the respondents. This section aims to provide a general understanding of the characteristics of the population being studied.

Section B will focus on employee engagement. It will collect data on the respondents' level of engagement with their work, including factors such as their motivation, commitment, and involvement. This section aims to understand the extent to which the respondents are engaged with their work and the factors that contribute to their engagement.

Section C will focus on job performance. It will gather data on the respondents' level of job performance, including factors such as their productivity, quality of work, and ability to meet job requirements. This section aims to understand the extent to which the respondents are performing well in their jobs and the factors that contribute to their performance.

To analyze the data collected from these sections, mean scores, percentages, and frequencies will be calculated from the data. These analyses will provide an overall understanding of the level of job performance and employee engagement among the respondents. Additionally, the Pearson correlation coefficient will be used as an inferential statistic to evaluate the correlation between employee engagement and job performance. The range value is divided into low, medium, and high categories. The level for each research dimension will be determined by computing the mean score ratio, displayed in Tables 3.7 and 3.8. The mean score's calculation and distribution are displayed below:

$$\text{Level} = \frac{\text{Highest mean score} - \text{Lowest mean score}}{\text{Total Number of Level}}$$

Table 3.8 : The level of Employee Engagement among Academic Staff (Lawrence Barker 2022)

The mean score	Level
1.00 – 2.33	Low
2.34 – 3.67	Moderate
3.68 – 5.00	High

Table 3.9: The level of Job Performance among Academic Staff (Mukinin and Hidayat 2013)

The mean score	Level
1.00-2.33	Low
2.34 – 3.67	Moderate
3.68 – 5.00	High

3.7.2 Inferential Statistic

This study uses inferential statistics to analyze relationships, assess differences, and make predictions. The Correlation inferential statistic will be used in this research to examine the relationship between employee engagement and job performance among academic staff members. The correlation coefficient (r) will show if the independent and dependent variables have a strong or weak relationship. A significance level of $p \leq 0.05$ was used to demonstrate a relationship via the correlation coefficient (r). A positive or negative link between two variables is possible.

Table 3.10: Interpretation of Correlation Coefficient

Correlation Coefficients	Interpretation Correlation
0.90 – 1.00	Very High Relationship
0.70 – 0.89	High Relationship
0.50 – 0.69	Medium Relationship
0.30 – 0.49	Low Relationship
0.10 – 0.29	Very Low Relationship
0.00-0.09	No Relationship

3.8 Summery

In conclusion, this chapter covered the research design, population, sampling used, the tools employed, and the data collection technique. Before giving it to the sample, its validity and reliability will be verified. The method of data analysis has also been explained. Also, this study used a quantitative method design and a simple random sampling method.

CHAPTER 4

DATA ANALYSIS AND RESULTS

4.1 Introduction

This chapter focuses on presenting the findings of the research, which involved analyzing the data using the Statistical Package for the Social Sciences (SPSS). The analysis included generating frequency analysis tables for demographic data, conducting reliability tests, performing mean score analysis to assess employee engagement and job performance, and conducting correlation analysis to explore the relationship between the independent and dependent variables of the study. The questionnaires from academic staff at KTI were utilized for this analysis.

4.2 Respondents' Feedback

This research involved a population of 60 individuals, from which a sample of 52 participants was selected using a random number generator. A total of 60 questionnaires were distributed to the selected sample. Out of the 60 questionnaires distributed, 56 were returned, and ultimately 52 of them were considered suitable for analysis. The number of questionnaires that were completed and accepted for this study are shown in Table 4.1.

Table 111: Summary of Respondents' Feedback

Number of questionnaires distributed	Number of questionnaires returned	Number of questionnaires accepted	Percentage (%)
60	56	52	52%

4.3 Respondents' Demographic Analysis

This research's data consists of 52 academic staff from KTI in Sulaymaniyah. Based on Part A in the questionnaire, the demographic data consists of gender, age, location, education and work experience.

4.3.1 Respondents' Gender:

Table 4.2 displays the distribution of gender among respondents in KTI. The gender distribution is divided into two categories, namely male and female. According to the table, most of the respondents are male with (57.7%), and females representing (42.3%) of the total respondents (52).

Table 122: Frequency of Respondents' Gender

Gender	Frequency	Percentage (%)
Male	30	57.7%
Female	22	42.3%
Total	52	100

4.3.2 Respondent's Age:

Table 4.3 shows the frequency of respondents' ages. In KTI, most respondents are at the age of 25 until 35 which is (51.9%), followed by respondents at the age of 35 until 45 years old which is (34.6%) while the respondents between the age of 45 until 55 years old is (11.5%) and the respondents at the age of 55 until 65 years old is (2%).

Table 133: Frequency of Respondents' Age

Age	Frequency	Percentage (%)
25-35 years old	27	51.9%
35-45 years old	18	34.6%
45-55 years old	6	11.5%
55-65 years old	1	2%

Total	52	100
-------	----	-----

4.3.3 Respondent's location:

Table 4.4 shows the frequency of respondents' location in KTI. Most academic staff from in Sulaymaniyah is (92.3%), and the number of academic staff is (7.7%) from in Erbil.

Table 144: Frequency of Respondent's Location

Location	Frequency	Percentage (%)
Sulaymaniyah	48	92.3%
Erbil	4	7.7%
Total	52	100

4.3.4 Respondent's Education:

Table 4.5 shows the frequency of respondents' education in KTI. (59.6%) of the respondents hold a master's degree, (23.1%) have a bachelor's degree, and (17.3%) of the respondents have a doctorate.

Table 155: Frequency of Respondents' Education

Education	Frequency	Percentage (%)
Master's degree	31	59.6%
Bachelor's degree	12	23.1%
doctorate degree	9	17.3%
Total	52	100

4.3.5 Respondent's Work Experience:

Table 4.5 shows the respondent work experience, (17.3%) have 1-3 years' experience, (25%) have 3-6 years of experience, (30.8%) have 6-9 years of experience,

(23.1%) more than 9 years, (1.9%) have 20 years' experience and (1.9%) have 23 years' experience.

Table 166: Frequency Respondent's Work Experience

Work Experience	Frequency	Percentage (%)
1 to 3 years	9	17.3%
3 to 6 years	13	25%
6 to 9 years	16	30.8%
9 to 12 years	12	23.1%
12 to 15 years	2	3.8%
Total	52	100

4.4 Descriptive Statistics (Mean Score Analysis)

Descriptive Statistics is utilized to provide an explanation for the collected data and to summarize the results of the study. This analysis helps fulfill research objectives 1 and 2 by conducting mean score analysis. A comprehensive presentation of the findings can be found in the subsequent subsection, providing detailed information on the results obtained.

4.4.1 Objective 1: To determine to level of Employee Engagement among academic staff at KTI.

In this research, descriptive analysis is used to show the level of Employee Engagement. This research uses the mean score and standard deviation to determine the level of Employee Engagement.

Table 4.6 shows the level of Employee Engagement among academic staff at KTI. In total, the level of Employee Engagement among academic staff at KTI. According to (Lawrence Barker 2022) is moderate with a mean of 3.6762, All of the dimensions are at a moderate level. It can be seen that the Employee Engagement among academic staff at KTI and perceive employee engagement positively.

Table 177: Descriptive mean score statistic for Employee Engagement among academic staff at KTI.

Descriptive statistic

Items	SD f (%)	D f (%)	N f (%)	SA f (%)	A f (%)	Mean	Std. Deviation	Level
EE1	2 (3.8)	3 (5.8)	16 (30.8)	25 (48.1)	6 (11.5)	3.5769	0.91493	High
EE2	4 (7.7)	5 (9.6)	13 (25.0)	24 (46.2)	6 (11.5)	3.4423	1.07400	Moderate
EE3	3 (5.8)	5 (9.6)	12 (23.1)	23 (44.2)	9 (17.3)	3.5769	1.07277	Moderate
EE4	5 (9.6)	2 (3.8)	6 (11.5)	21 (40.4)	18 (34.6)	3.8654	1.22120	High
EE5	2 (3.8)	5 (9.6)	9 (17.3)	21 (40.4)	15 (28.8)	3.8077	1.08535	High
EE6	2 (3.8)	6 (11.5)	8 (15.4)	22 (42.3)	14 (26.9)	3.7692	1.09572	High
EE7	2 (3.8)	3 (5.8)	4 (7.7)	21 (40.4)	22 (42.3)	4.1154	1.04138	High
EE8	2 (3.8)	7 (13.5)	14 (26.9)	19 (36.5)	10 (19.2)	3.5385	1.07487	Moderate
EE9	3 (5.8)	6 (11.5)	7 (13.5)	12 (23.1)	24 (46.2)	3.9231	1.26563	High

EE10	4 (7.7)	8 (15.4)	16 (30.8)	11 (21.2)	13 (25.0)	3.4038	1.24080	Moderate
EE11	4 (7.7)	4 (7.7)	9 (17.3)	16 (30.8)	19 (36.5)	3.8077	1.23730	High
TOTAL:						3.6762	0.940	

4.4.2 Objective 2: To evaluate to level of Job Performance among academic staff at KTI.

In this research, descriptive analysis is used to show the level of Job Performance. This research uses the mean score and standard deviation to determine the level of Job Performance.

Table 4.7 shows the level of job performance among academic staff at KTI. In total, the level of job performance among academic staff at KTI. According to (Mukini and Hidayat 2013) is high with a mean of 3.8221 all of the dimensions are at a high level. It can be seen that the job performance among academic staff at KTI and perceive job performance positively.

Table 188: Descriptive mean score statistic for Job Performance among academic staff at KTI.

Descriptive Statistics

Items	SD f (%)	D f (%)	N f (%)	SA f (%)	A f (%)	Mean	Std. Deviation	Level
JP1	6 (11.5)	0 (0.0)	9 (17.3)	21 (40.4)	16 (30.8)	3.7885	1.22613	High
JP2	4 (7.7)	3 (5.8)	6 (11.5)	28 (53.8)	11 (21.2)	3.7500	1.10036	High

JP3	2 (3.8)	6 (11.5)	8 (15.4)	26 (50.0)	10 (19.2)	3.6923	1.03920	High
JP4	3 (5.8)	2 (3.8)	11 (21.2)	25 (48.1)	11 (21.2)	3.7500	1.02661	High
JP5	7 (13.5)	7 (13.5)	24 (46.9)	14 (26.9)	14 (26.9)	3.8654	.97073	High
JP6	3 (5.8)	1 (1.9)	10 (19.2)	24 (46.2)	14 (26.9)	3.8654	1.02954	High
JP7	4 (7.7)	2 (3.8)	6 (11.5)	23 (44.2)	17 (32.7)	3.9038	1.14206	High
JP8	2 (3.8)	3 (5.8)	9 (17.3)	19 (36.5)	19 (36.5)	3.9615	1.06571	High
TOTAL:						3.8221	0.677	

4.4.3 Objective 3: To investigate the connection between Employee Engagement and Job Performance among academic staff in KTI.

The third objective is to study the relationship between the Employee Engagement and Job Performance among academic staff in KTI. Table 4.8 illustrates the correlation analysis between the Employee Engagement and Job Performance among academic staff in KTI. Overall, the findings indicate that there is a positive relationship between the Employee Engagement and Job Performance among academic staff in KTI. It is still significant because $p < 0.05$. Therefore, the hypothesis is accepted. This finding shows that some of the dimension in the employee engagement has a highly significant relationship with job performance.

Table 199: Correlation Analysis between the Employee Engagement and Job Performance

		Employee Engagement	Job Performance
IV	Pearson Correlation	1	0.763

	Sig. (2-tailed)		<.002
	N	52	52
DV	Pearson Correlation	0.763	1
	Sig. (2-tailed)	<.002	
	N	52	52
**. Correlation is significant at the 0.01 level (2-tailed).			

From table 4.8 the findings indicate a substantial positive link between employee engagement and job performance ($r=0.763$, $p=0.002$). Furthermore, classifies the association between employee engagement and job performance as high relationship (0.70-0.89).

Table 2010: Regression Analysis

Objective	Regression Weights	Beta Coefficient	R ²	F	P- value
RO3	EE- JP	0.763	0.361	57.500	0.002

4.5 Summery

This chapter examines the results obtained from a study conducted among academic staff at KTI. The findings reveal a significant level of employee engagement and job performance among the academic staff. Additionally, the study explores the correlation between employee engagement and job performance in the context of academic staff at KTI. The results indicate a positive relationship between employee engagement and job performance among the academic staff at KTI. The study aimed to accomplish its research objectives through conducting descriptive frequency analysis, reliability testing, mean score analysis, and Pearson correlation analyses. The following is a summary of the findings:

Table 2111: Summary based on Objectives and its Findings

No	Objectives	Findings	Interpretation
1	To determine to level of employee engagement.	Mean score is 3.6762 (3.7) which is moderate.	The level of employee engagement among academic staff of the KTI in Sulaymaniyah is moderate.
2	To evaluate to level of job performance.	Mean score is 3.8221(4) which is high.	The level of job performance among academic staff of the KTI in Sulaymaniyah is high.
3	To investigate the connection between employee engagement and job performance.	Correlation: r: 0.763 p<0.02 high correlation regression R2: 0.361 b: 0.763 p:0.002	<p>There is a high correlation between employee engagement and job performance.</p> <p>There is a positive significant relationship between Employee Engagement and Job Performance.</p> <p>Employee Engagement significantly predicted Job Performance.</p> <p>Employee Engagement able to explain 36.1% of the job performance.</p>

CHAPTER 5

CONCLUSION, RECOMMENDATION AND CONCLUSION

5.1 Introduction

This chapter will provide a thorough analysis and explanation of the data findings discovered by the researcher, ensuring the achievement of the objectives outlined in Chapter 1. Furthermore, it aims to present the results of the study and offer recommendations for future research regarding employee engagement and job performance at the KTI in Sulaymaniyah. Additionally, this chapter will encompass the overall conclusion of the research

5.2 Discussion

The data analysis discussion in this research is categorized into three main objectives. These objectives include determining the level of employee engagement, evaluating the level of job performance, and investigating the relationship between employee engagement and job performance among academic staff. Questionnaires were distributed to a total of 52 academic staff members at KTI.

5.2.1 Objective 1: To Determine to Level of Employee Engagement Among Academic Staff.

The first objective of this research is to determine to level of Employee Engagement among academic staff at KTI in Sulaymaniyah is moderate level. Based on the findings, it shows that the level of Employee Engagement among academic staff is moderate. Schneider, Benjamin; Macey, William H.; Barbera, Karen M.; Martin, Nigel (2009) discuss about there are a number of factors that contribute to the academic staff's moderate level of employee engagement. First of all, increased stress and burnout are caused by the intense workload and demanding nature of academic tasks. Academic employees frequently manage administrative, research, and teaching

responsibilities, leaving them with little free time to devote themselves totally to their profession.

The second factor that can lower employee engagement in academic institutions is a lack of rewards and recognition. Many academic employees believe that their efforts and accomplishments are overlooked or undervalued. Employees may lose motivation and be less inclined to actively participate in their roles without monetary rewards or recognition. According to V. Kumar Anita Pansari (2015). Based on the findings, the level of employee engagement is also moderate, collaboration and dialogue Employee engagement may result from difficulties in academic environments. Teamwork and collaboration can be impeded by difficult interpersonal dynamics, disputes, and a lack of efficient communication channels. Academic staff's overall involvement could be negatively impacted if they are unable to collaborate effectively.

According to research by V. Kumar Anita Pansari (2015). Academic institutions must take an integrated approach to dealing with these challenges. It is critical to have a welcoming workplace where employee contributions are valued and recognized. Enhancing employee engagement among academic employees involves encouraging open communication, offering chances for professional growth, and promoting work-life balance.

Lastly, academic staff members find it challenging to maintain a healthy work-life balance, especially during times of high workloads. Long hours and persistent pressure can cause exhaustion and decreased levels of engagement. Employee engagement can suffer when they are unable to maintain a balance between their personal and professional responsibilities.

5.2.2 Objective 2: To Evaluate to Level of Job Performance Among Academic Staff.

The second objective of this research is to evaluate to level of job performance among academic staff in Sulaymaniyah is moderate level. Based on the findings, it shows that the level of level of job performance among academic staff is high. The research currently available, according to Lemieux et al. (2009), indicates that when there are good performance measures, they can increase staff productivity and improve match quality. keep people going and encourage them on to higher levels of performance.

According to Macey and Schneider (2010) academic staff accomplish their jobs at a high level. Firstly, academic staff members are well educated and have specialized training in their professions. They succeed in their fields of specialization because they have completed comprehensive education and frequently hold advanced degrees.

Second, academic staff members have a strong commitment to their field and are intensely passionate about what they do. They are motivated by a sincere desire to conduct research, impart knowledge, and progress education. Their dedication is fueled by this inner desire, which results in high levels of job performance.

Furthermore, academic institutions frequently use strict performance evaluation procedures. Academic staff receives regular evaluation and is held accountable for their contributions to teaching, research, and administration. These methods of evaluation promote high levels of job performance and foster a culture of continuous enhancement.

According to Amarneh et al. (2009), find the moderate level of job performance because academic labor is inherently difficult to quantify, job performance evaluations for academic personnel are frequently given a middling rating. Academic staff members are involved in many different jobs, including teaching, research, publishing, and administrative duties, each with its own specific

success indicators. Due to this variation, it is difficult to construct standardized and objective measures to evaluate an employee's entire job performance, and the criteria for academic evaluation may not always be in line with the full range of their duties and contributions. Traditional evaluation methods frequently place more importance on research output and publication histories than on the effectiveness of teaching or other types of significant contributions, such as student mentorship or community involvement.

5.2.3 Objective 3: To Investigate the Connection Between Employee Engagement and Job Performance Among Academic Staff.

The third objective of this research is to investigate the connection employee engagement and job performance among academic staff in Sulaymaniyah. Generally, the finding has shown that there is a positive significant relationship between employee engagement and job performance. Examining the relationship between academic staff job performance and employee engagement finds a favorable relationship with important implications for organizational success. Highly engaged academic staff members perform better on the job, which has various advantages for both the individual and the institution as a whole.

Based on a recent work done by Alessandri, Borgogni, Schaufeli, Caprara, and Consiglio (2014) showed the positive relation between employee engagement and job performance. Academic staff employees experience a great sense of dedication, commitment, and passion for their jobs when they are actively involved. This higher level of engagement results in more drive, output, and overall job satisfaction. Employees who are engaged in their work are more inclined to devote time and effort to it, going above and beyond the call of duty to achieve excellence.

According to Bakker et al., (2007), The positive relationship between employee engagement and job performance among academic staff members who are actively involved in their work are more likely to excite and inspire students, giving them an improved educational experience. They exhibit genuine enthusiasm for their subjects, which promotes learning and creates an enjoyable environment for the students.

There is also positive relationship between employee engagement and job performance. Investigating the relationship between academic staff members' employee engagement and job performance finds a significant and favorable correlation. Academic staff members who are highly engaged perform better on the job, which is advantageous to both the person and the institution as a whole. Academic institutions may establish a culture that supports quality, teamwork, and student achievement by encouraging employee participation.

5.3 Limitations

The small sample size was a possible limitation for the study of employee engagement and job performance among academic staff at KTI. The results might not have been completely representative of the overall academic staff population if the survey only included a small number of participants. The outcomes of the study may have been less generalize and reliable as a result.

Another limitation was the reliance on questionnaires or self-report methods to evaluate employee engagement and job performance. Self-report assessments might be biased or affected by social desirability because they are subjective in nature. The reliability and accuracy of the data that was gathered may have been affected by this.

The measurement methods or instruments used for evaluating employee engagement and job performance may also have had limitations in the research. The reliability and validity of the results may have been impacted if the chosen measuring methods were not thoroughly tested or specifically designed for the academic staff setting. Additionally, the study may have been constrained by outside variables or contextual variables, such as corporate culture, leadership philosophies, or outside pressures, that may have affected employee engagement and job performance. The study design might not have effectively controlled or taken into account certain factors, which could have an effect on how the results are interpreted.

Finally, there may have been limitations on the research's ability to collect and analyze data due to time and resource constraints. The thoroughness and complexity

of the study's conclusions may have been compromised by budgetary, time, or data access limitations. When determining employee engagement and job performance among academic staff at KTI, it was crucial for researchers to recognize and overcome these constraints to ensure the robustness and reliability of their findings.

5.4 Recommendation

Based on the results, it has been showed that employee engagement and job performance are positively and significantly related in the case of academic staff. Future research on employee engagement and job performance among academic employees at KTI is suggested. Several suggestions for future study can be made to improve the academic staff at KTI's knowledge base on employee engagement and job performance. The generalizability of the results would first be improved by increasing the sample size to cover a wider range of people. An in-depth understanding of the variables affecting engagement and performance could be obtained by using a mixed-methods approach that blends qualitative and quantitative techniques.

A longitudinal study could be conducted to examine changes over time and reveal the long-term impacts of different factors and actions. Additionally, investigating organizational characteristics and evaluating the effects of treatments meant to improve performance and engagement will help build effective solutions. With regard to context-specific practices and bench marking, taking into account external aspects and performing comparative research across other KTI institutions or departments would be quite beneficial. Future research can use such recommendations to help create evidence-based tactics for improving employee engagement and enhancing general work performance among academic employees at KTI.

5.5 Conclusion

This study aims to determine employee engagement. This study also tries to evaluate the level of job performance. The results of this study show a strong correlation between employee engagement and job performance among academic staff. In view of the presumption that there is a correlation between employee engagement and job performance, it is significant to observation. Despite the fact that

there is evidence to support this association, in order to maintain these beneficial effects over the long run, it is crucial to evaluate and adopt employee engagement-promoting activities. In conclusion, academic staff at KTI in Sulaymaniyah show a significant positive relationship between both variables.

REFERENCES

- Ahmed(2015,March12).https://buescholar.bue.edu.eg/cgi/viewcontent.cgi?article=1127&context=bus_admin.The Impact of Employee Engagement on Job Performance and Organizational Commitment.
- Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of Educational Psychology*, 99(2), 274-284.
- Cornell. (2021, December 15). *Likert Scale: Definition, Types, Questions & Advantages*. ProProfs Survey Blog. Retrieved December 26, 2022, from <https://www.proprofssurvey.com/blog/likert-scale/>
- Fontanella. (2019, February 8). *The 15 Best Demographic Examples & Questions to Use in Your Next Survey*. The 15 Best Demographic Examples & Questions to Use in Your Next Survey. Retrieved December 26, 2022, from <https://blog.hubspot.com/service/survey-demographic-questions>
- Judith Volmer and Anne Spychala. (n.d.). The SAGE Handbook of Organizational Behavior. In *Google Books*.
https://books.google.com/books/about/The_SAGE_Handbook_of_Organizational_Beha.html?id=q5LTTMgIfJ8C
- Khalid, B. (2016). HOW TO AUGMENT TASK AND CONTEXTUAL PERFORMANCE THROUGH EMPLOYEE ENGAGEMENT. *IBT Journal of Business Studies*, 12(2). <https://doi.org/10.46745/ilma.jbs.2016.12.02.08>
- Liston. (2021, January 7). *3 Employee Engagement Models for a Happier, More Profitable Workplace*. ContactMonkey. Retrieved December 26, 2022, from <https://www.contactmonkey.com/blog/employee-engagement-models>

- Lemieux, T., MacLeod, W. B., & Parent, D. (2009). Performance pays and wage inequality. *The Quarterly Journal of Economics*, 124(1), 1-49. <http://dx.doi.org/10.1162/qjec.2009.124.1.1>
- MacLennan. (2021, January 7). *3 Employee Engagement Models for a Happier, More Profitable Workplace*. ContactMonkey. Retrieved December 26, 2022, from <https://www.contactmonkey.com/blog/employee-engagement-models>
- Macey, W.H. & Schneider, B. (2008). 'The meaning of employee engagement', *International and Organizational Psychology: Perspectives in Science and Practice*.
- Melbourne. (2018). https://www.researchgate.net/profile/TheresaWelbourne/publication/300917033_Employee_engagement/links/57348b3f08ae9f741b27e873/Employee-engagement.pdf?origin=publication_detail.
- (n.d.). *G&T - 1*. G&T - 1. Retrieved December 5, 2022, from <https://www.giveandtakeinc.com/blog/the-relationship-between-employee-engagement-and-productivity>
- O'Donnell, L. (2022, January 14). *The Link Between Employee Engagement and Performance*. Great Place to Work. Retrieved December 9, 2022, from <https://www.greatplacetowork.ca/en/articles/the-link-between-employee-engagement-and-performance>
- Robinson, D., Perryman, S., & Hayday, S. (2004). The drivers of employee engagement. Institute of Employment Studies. <https://www.employment-studies.co.uk/sites/default/files/pdf/wp2004-04.pdf>

Sahoo, C. K., & Mishra, S. (2019, January 1). [PDF] *A Framework towards Employee Engagement: The PSU Experience* | Semantic Scholar. [PDF] a Framework towards Employee Engagement: The PSU Experience | Semantic Scholar. Retrieved December 8, 2022, from <https://www.semanticscholar.org/paper/A-Framework-towards-Employee-Engagement%3A-The-PSU-Sahoo-Mishra/74f3d38fbf452627b6ea5269a1b2b711713fbae9>

Sittar.(2021, April). *Bulletin of Education and Research April 2020, Vol. 42, No. 1 pp. 167-183*. <https://files.eric.ed.gov/fulltext/EJ1258031.pdf>

Soyars, Maureen; Brusino, Justin (2009), Essentials of Engagement. T+D, Mar 2009, Vol. 63, Issue 3, p62-65, 4p.

Tanwar, A. (2020, January 1). [PDF] *Impact of Employee Engagement on Performance* | Semantic Scholar. [PDF] Impact of Employee Engagement on Performance | Semantic Scholar. Retrieved December 5, 2022, from <https://www.semanticscholar.org/paper/Impact-of-Employee-Engagement-on-Performance-Tanwar/3627844094f0c29533847454153df92306f6c370>

Team. (2022, May 3). *What's a good employee engagement score?* - HelloTeam. HelloTeam - All-in-one People Success Platform for the Modern Workforce. Retrieved December 26, 2022, from <https://www.helloteam.com/good-employee-engagement-score/>

White, D. (2019, July 19). *Why Is Job Performance Critical for Organizations?* Techfunnel. Retrieved December 5, 2022, from <https://www.techfunnel.com/hr-tech/why-is-job-performance-critical-for-organizations/>

Yao, J., Qiu, X., Yang, L., Han, X., & Li, Y. (2022, January 12). *The Relationship between Work Engagement and Job Performance: Psychological Capital as a Moderating Factor*. Frontiers. Retrieved December 5, 2022, from <https://www.frontiersin.org/articles/10.3389/fpsyg.2022.729131/full>

Appendix A QUESTIONNAIRE

TITLE: The relationship between Employee Engagement and Job Performance

Dear Respondent,

I am a senior student who is conducting research for my undergraduate project on how academic staff perceive the relationship between employee engagement and job performance.

The survey is divided into three parts: demographic information, employee engagement, and job performance.

It should take around 5 minutes to complete.

Please do not hesitate to contact me if you have any questions. I would appreciate your sincere responses, and thank you for taking your time.

Sincerely,

Nazyar Bakhtyar Karim

Tel: +9647501191252

Email: nkqu180155@uniq.edu.iq

SECTION A / Demography Information

Please read the following statements and Tick the relevant box afterward.

1. Gender:

Male

☐☐

Female

2. Age:

25-35

☐

36-45

☐☐

45-55

☐

55-65

3. Location:

Sulaymaniyah

☐☐

Erbil

4. Education:

Bachelor's degree

☐

Master's degree

☐

PhD

☐

5. Work Experience:

1 to 3 years

☐

3 to 6 years

☐

6 to 9 years

☐

9 to 12 years

☐

12 to 15 years

☐

SECTION B / Employee Engagement

Please indicate your level of agreement with the following statements using the provided rating scale. On the answer sheet, please mark the number that corresponds to your response.

1	2	3	4	5
Disagree	Strongly disagree	Neutral	Agree	Strongly agree

Employee Engagement:	1	2	3	4	5
1. I am pleased to have career advancement opportunities available to me in the organization.					
2. I am satisfied with the opportunities available in the organization to utilize my skills and talents.					
3. I feel like going to work every morning.					
4. I keep working with the goal of my organization.					
5. I feel that my work is full of significance and purpose.					
6. I feel very happy when I work.					
7. I feel proud of my work.					
8. I forget everything else while working.					
9. I work with full focus.					
10. After finishing my work, I feel tired.					
11. I see the value of my work.					

SECTION C / Job Performance

Please indicate your level of agreement with the following statements using the provided rating scale. On the answer sheet, please mark the number that corresponds to your response.

1	2	3	4	5
Disagree	Strongly disagree	Neutral	Agree	Strongly agree

Job Performance:	1	2	3	4	5
1. I perform hard tasks properly.					
2. I plan the execution of my job by defining actions, deadlines and priorities.					
3. I plan actions according to my tasks and organizational routines.					
4. I try to update my technical knowledge to do my job.					
5. I execute my tasks foreseeing there.					
6. I take initiatives to improve my results at work.					
7. I work hard to do the tasks designated to me.					
8. I seize opportunities that can improve my results at work.					

Thanks, appreciate your time in filling out this form.

Your help is highly valued.

Appendix B VALIDATION FORM

<p>Republic of Iraq - Kurdistan Region Ministry of Higher Education & Scientific Research Qaiwan International University (QIU) Directorate of Administration & Registration Registration</p>	 INTERNATIONAL UNIVERSITY	<p>هەرێمی کوردستان - عێراق وهرارهتی خوێندنی باڵا و توێژینهوهی زانستی زانکۆی قەيوانی ئیوودهلەتی بەرێوهبهرایهتی کارگێڕی و تۆمار تۆمار</p>
کۆد: 8316233- 306 به‌روار: 02/04/2023		
<div style="display: flex; justify-content: space-around; align-items: center;"><div style="text-align: center;"></div><div><p>بۆ: پهمانگهی تهکنیکی کوردستان</p><p>بابهت: پشتگیری</p></div></div> <p style="text-align: right; margin-top: 10px;">پاش سلاو و پێژ.....</p> <p>پشتگیری خوێندکار (نازیار به‌ختیار کریم) ده‌که‌ین که خوێندکاره له بهشی (گه‌شه‌پێدانی سه‌رچاوه‌ مرقییه‌کان) له زانکۆکه‌مان، به‌ مه‌به‌ستی کۆکردنه‌وه‌ی دا‌تای پتویست بۆ پرۆژه‌یه‌کی به‌واری خوێندن سه‌ردانی پهمانگه‌ی به‌پێرتان ده‌که‌ن.</p> <p style="text-align: right;">هاوکاریتان جێگه‌ی پێژ و پێزانینه.</p> <p style="text-align: right;">له‌سه‌ر داوا‌ی خۆی ئهم پشتگیرییه‌ی بۆ کراوه.</p> <div style="display: flex; justify-content: space-between; align-items: center; margin-top: 20px;"><div style="text-align: center;"><p>د.د. رۆوف کریم محمود به‌پێوه‌به‌ری کارگێڕی و تۆمار</p></div><div style="text-align: center;"><p>له‌گه‌ڵ پێژدا...</p></div></div> <div style="text-align: right; margin-top: 20px;"><p>وێنه‌یه‌ک بۆ:</p><ul style="list-style-type: none">* ئه‌رشیف* دۆسه‌ی گشتی</div>		
<div style="display: flex; justify-content: space-between; align-items: center;"><div> 0772 141 1414</div><div> info@unig.edu.iq</div><div> Slemani Heights, Sharbazher st., opposite to Hawari Shar park</div></div> <div style="text-align: right;"></div> <p style="text-align: center; opacity: 0.5;">Scanned with CamScanner</p>		

Appendix C TURNITIN

Nazyar

ORIGINALITY REPORT

13%	9%	5%	9%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Universiti Teknologi Malaysia Student Paper	3%
2	hdl.handle.net Internet Source	1%
3	etd.uum.edu.my Internet Source	1%
4	Submitted to Mancosa Student Paper	1%
5	Submitted to Universiti Teknologi MARA Student Paper	1%
6	Submitted to University of West London Student Paper	<1%
7	Submitted to The Maldives National University Student Paper	<1%
8	eprints.nottingham.ac.uk Internet Source	<1%
9	OLUSESI, Lateef Damilare, ABDULAZEEZ, Abdulmaleek Olawale, AJIMOTOKAN, Abidemi	<1%