

1 Do Employee Engagement Practices Affect Job Performance: A  
2 Study of Telecommunication Companies in Jordan Do Employee  
3 Engagement Practices Affect Job Performance: A Study of  
4 Telecommunication Companies in Jordan

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8 **Abstract**

9 This study aims at investigating the impact of employee engagement practices on job  
10 performance of telecommunication companies in Jordan. The population of the study consists  
11 of the employees working at the centers of telecommunication companies in Jordan counted  
12 (468). A convenience sample estimated (300) employees. A questionnaire was used as a major  
13 tool for data collection adopted from the previous studies, to answer the study questions, and  
14 test the hypotheses SPSS was used. The study finding showed that employee engagement  
15 practices have a statistically significant effect on Job Performance of telecommunication  
16 companies in Jordan. Based on the results, the researcher proposes several recommendations  
17 to managers and decision makers of the telecommunication companies in Jordan.

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19 **Index terms**— employee engagement, job performance, telecommunication companies, jordan.

20 **1 Introduction**

21 The contemporary organizational environment represented by rapid changes and developments in the world, the  
22 increasing demands of customers, the change in the supervisory process, the growing sense of the importance of  
23 teamwork and many other variables contributed changing the work from being defined by a clear job description  
24 to a more comprehensive concept based on exceeding the requirements of job description, and dedication of  
25 the working individual to all his abilities in order to work, and cooperate with the rest of the staff and adapt  
26 effectively to changes in the organizational environment.

27 In light of the efforts of organizations of different types and sizes, and the sector in which they work to improve  
28 their organizational outputs, they are constantly seeking to identify the various practices that would improve  
29 these outputs, especially the practices related to their employees. Among the concepts that have had a positive  
30 impact since the early 1990s in improving organizational outcomes is the concept of employee engagement, which  
31 concerns the desire of employees for functional excellence and the implementation of work tasks as active members  
32 of the Organization seeking to help the Organization and move it forward to success by providing them with the  
33 best (Ott, 2007).

34 The concept of employee Engagement was first introduced in the Kahn study ??1990), which refers to the  
35 level of employees' use of their various physical, cognitive and emotional resources to accomplish their tasks. The  
36 employee Engagement status of employees is based on the fulfillment of preconditions that include, first, their sense  
37 of psychological security in the presence of effective personal resources that can be devoted to achieving the desired  
38 performance, and secondly their sense of the meaning and value of their work. In the view of some researchers, the  
39 concept of employee Engagement is a comprehensive concept of the intended use of the individual in enhancing  
40 performance. Therefore, all the psychological concepts that connect Employees to their work constitute part  
41 of the employee engagement. Examples of these concepts include Recruitment, job satisfaction, organizational  
42 commitment, and organizational citizenship behavior.

### 3 THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

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43 Consistent with the different employees regarding abilities, physical, cognitive and cognitive skills, psychological  
44 structures, needs, desires, ideas and values, the classification of workers according to the degree of employee  
45 Engagement into three categories: the first category of employees with a high degree of employee engagement.  
46 The second category includes workers who have little employee engagement, and finally, the third category  
47 includes workers who have not yet achieved the requirements of employee engagement. The first category refers  
48 to workers who struggle to carry out their business functions efficiently and distinctly as they attempt to assist  
49 the organization in achieving its organizational objectives. The second category of employees is limited to  
50 carrying out the tasks entrusted to him within the context of job descriptions, regardless of the organizational  
51 objectives. Workers in category II are those who do what they are asked to do. The third category of workers is  
52 more dangerous to the organization as they do not comply with the minimum functional requirements and thus  
53 perform a negative role towards performance (Harter et al., 2002).

54 Given the importance of employee Engagement for employees and the organization alike, this concept has  
55 received more attention from organizations and researchers. Several studies have shown that there are some  
56 positive effects of employee engagement, including happiness, satisfaction and self-esteem, customer satisfaction  
57 (Harter et al., 2002), staff performance (Rich et al., 2010) and organizational performance (Otieno et al., 2015), as  
58 employee Engagement consists of three concepts, including job satisfaction, organizational commitment and the  
59 desire to do more beyond the job description (Schaufeli, 2013). Al-Hassani (2013) summarized the positive effects  
60 of employee engagement gain at the organizational level by improving organizational performance, improving the  
61 productivity of working personnel, retaining employees, customer loyalty, and contributing to the successful  
62 implementation of organizational change. On the level of working individuals, employee engagement improves  
63 the psychological state of employees and generates good feelings among employees towards the organization and  
64 management represented by admiration, trust, and respect. In spite of the existence of some previous studies  
65 that dealt with the subject of employee Engagement and its relationship to other variables, these studies are  
66 few, the current study attempts to fill this gap, by identifying the impact of employee engagement and its  
67 dimensions (physical Engagement, cognitive Engagement, and emotional Engagement) on Job Performance of  
68 telecommunication companies in Jordan.

## 69 2 II.

## 70 3 Theoretical Framework and Hypotheses Development

71 Organizations face many challenges at the external and internal levels. Among the most important challenges  
72 at the internal level are those of staff, primarily low levels of job satisfaction, low level of job performance and  
73 increased job turn over, placing external burdens on the organization, such as customer dissatisfaction, financial  
74 burdens and costs.

75 As a result of studies on motivation, empowerment, organizational citizenship, leadership, culture, work teams,  
76 commitment, job satisfaction, motivation, and their relationship to other management concepts, the researchers  
77 concluded a new concept that has an impact on job performance, which is employee engagement (Ramlall et  
78 al., 2004). It is intended to harness the individual to his full physical, a cognitive and emotional potential  
79 for the execution of functional tasks (Kahn, 1990;Kular et al., 2008). a) Employee Engagement concept Kahn  
80 (1990) defined employee engagement as the link that a staff member combines in a job role. This definition  
81 has been expanded by other researchers such as Ott (2007) to include the employee's commitment and passion  
82 for excellence in his or her functional roles as an active member of the organization. After further research by  
83 institutions such as the American Foundation for Development and Training, the Institutional Leadership Board,  
84 Gallup Consulting and others, the concept of Employee Engagement gain has evolved to include satisfaction,  
85 motivation, active participation and organizational commitment ??Lockwood, 2007).

86 Many researchers have adopted Ott's (2007) definition of employee engagement, including Anitha (2014), who  
87 has shown that employee engagement leads to an employee's understanding of his responsibility, and the role he  
88 has to play to achieve organizational goals, and that employee engagement is not limited to employee excellence  
89 Career, but beyond the emotional bond between the employee and his job. Robinson et al. (2004) defined it as  
90 the employee's positive attitude towards the organization and its values, and it represents an advanced degree  
91 of organizational commitment. Kular et al. (2008) refer to the employee engagement as the employee's physical,  
92 cognitive and emotional expression in the performance of the job role. The physical aspect refers to the physical  
93 effort of the employee to carry out the functional activities. The cognitive aspect relates to the employee's beliefs  
94 towards the organization, managers and circumstances. Finally, the emotional aspect describes the employee's  
95 sense of these factors and whether they are positive or negative attitudes towards the organization and its  
96 managers.

97 Schaufeli (2013) stated that employee engagement is the outcome of three variables: job satisfaction,  
98 organizational commitment, and the extra effort that an employee makes in the organization's interests. This is  
99 not to say that employee engagement is the same as job satisfaction, organizational commitment or additional  
100 effort, but rather the sum of the results for each of these variables. Rich et al. (2010) is another doctrine in  
101 the definition of that employee engagement by focusing on three concepts related to psychology, the first is Job  
102 involvement, which indicates the degree of interest of the employee in his work as part of his life, so the individual  
103 immersed in his work even outside the working hours to provide what can be described as active participation

104 in the job he performs. The potential impact of this concept can therefore be seen in the level of performance of  
105 the staff and thus in the use of predictability of the level of job performance.

106 The second concept mentioned by Rich et al. (2012) is the job satisfaction, which is an emotional response  
107 by the employee in line with the definition of job satisfaction as a positive emotional state resulting from the  
108 employee's evaluation of the job. Finally, the third concept is about intrinsic motivation emanating from within  
109 the employee that describes the desire to do more to accomplish the tasks. In light of this, the researchers see that  
110 employee engagement is the outcome of the output of the previous concepts represented by positive participation  
111 and selfmotivation.

112 Thus, career employee engagement means that the employee directs all his physical, cognitive and emotional  
113 energies towards the performance of his work. The employee does not reach the state of employee engagement  
114 unless he has a high degree of readiness for work supported by physical and selfefficacy abilities while avoiding  
115 the negative impact of external factors. If the employee feels secure in terms of the relationship of mutual trust  
116 between him and his coworkers, supervisors and managers, and if he is consistent with the prevailing customs  
117 in the organization, in addition to feeling the value of the work he performs, which appear through the tasks  
118 he has accomplished, and the extent of harmony of values and personal goals with values and the organization's  
119 objectives.

## 120 **4 b) Employee Engagement models**

121 The dimensions of employee engagement can be identified by the Kahn (1990) model of Job engagement, which  
122 focuses on three dimensions labor value, security, and readiness (Shafer, 2010). i. Value of Work: Kahn (1990)  
123 defined the value of work through the employee's sense that the work he performed was a positive contribution  
124 by the employee towards the organization. The factors affecting the employee's perception of the value of work  
125 are three aspects: completed work assignments, perceived value of the employee towards his/her job, and the  
126 extent to which his or her personal objectives are consistent with organizational objectives.

127 ii. Security: Refers to the degree to which the employee shows his feelings and express his views without fear  
128 of any negative consequences. Security is influenced by factors such as trust between the employee and the rest  
129 of the staff and the supervisor, as well as the managerial style that affects the degree of professional involvement  
130 through the employee's impression of the manager's confidence and the perceived ability of the employee to the  
131 manager. Finally, organizational habits affect employee engagement regarding encouraging employees to do more.

132 iii. Readiness: It expresses the employee's sense that he has the physical, emotional and psychological abilities  
133 that he can invest in fulfilling his job role. He described three factors affecting the degree of readiness of the  
134 employee, the employee's physical and emotional abilities, and self-efficacy, as well as external factors such as  
135 family life. Thus, the more secure the employee is, the greater the level of his / her engagement.

136 The study of May et al. (2004), is one of the studies that examined employee engagement using the Khan  
137 (1990) model (work, security, and Readiness). The study found that the value of work is the most influential  
138 component in the employee engagement, followed by security, and finally, the degree of readiness of the employee  
139 physically and emotionally. Also the study found that there is an effect of the manager on the employee's sense  
140 of security compared to other influences. The study also indicated that the physical and emotional abilities of  
141 the employee have a significant impact on the employee's readiness. The researchers demonstrated that the value  
142 of the work value could be measured by job enrichment and appropriateness of the role. The security variable  
143 can be measured through relationships with coworkers and supervisors, and compatibility with work habits. On  
144 the other hand, the employee's degree of readiness can be measured through physical abilities and participation  
145 in activities outside the organization that are concerned about the employee's role in the organization.

146 Another model of employee engagement is the Maslach et al. (2001), which identified six factors that lead  
147 to Employee engagement: labor pressure, control, incentives and recognition, community and social support, as  
148 well as justice and perceived values. What distinguishes the second model from the first model is that the latter  
149 takes into account more variables that represent incentives or obstacles to Employee engagement. In a study  
150 by Rich et al. (2012), which was applied to a sample of 245 employees and supervisors of the fire department,  
151 the study used three dimensions to measure the employee engagement is physical, cognitive and emotional. The  
152 study also used two functions to assess performance: job performance and organizational citizenship behavior.  
153 Ahmad (2015) reported that most of the studies on employee engagement have used the scale developed by  
154 Rich et al. (2010), which was adopted in its development on the Khan (1990) model. The scale includes three  
155 dimensions of physical engagement, cognitive engagement, and emotional engagement, the same dimensions used  
156 by the researcher in the measurement of employee engagement.

## 157 **5 c) Employee Engagement dimensions**

158 This study dealt with Employee Engagement to represent three dimensions: physical Engagement, cognitive  
159 Engagement, and emotional Engagement, and these dimensions will be reflected in some detail.

160 Physical Engagement: Al-Abidi (2012) defines physical engagement as directing the individual to his or her  
161 physical energies towards performing his or her tasks. Kular et al. (2008) defined physical engagement as the  
162 energy of the individual working to carry out his work. Al-Magribi (2004) defines physical engagement as the

163 employee sought to work to make the appropriate effort to work more efficiently and greater productivity. Knight  
164 (2011) described physical engagement as the employee's functional state associated with the amount

## 165 6 Global Journal of Management and Business Research

166 Volume XVIII Issue XII Version I Year ( ) A of physical energy he/she performs in performing tasks. Rosli  
167 (2015), on the other hand, expressed physical engagement with the term enthusiasm, which is meant to focus  
168 efforts towards work, to show high levels of energy at work, and to insist on carrying out tasks and challenges.  
169 Al-Abidi (2012) used the scale developed by Rich et al. (2010) to measure organizational performance. Among  
170 the paragraphs used to measure physical engagement are: I do my best in my job, devote a lot of my physical  
171 energy to my job, and do my best to perform my job.

172 Cognitive Engagement: Sakovska (2013) defined cognitive engagement through the level of awareness of  
173 employees about the conditions of the organization and management, and the work they do. Otieno et al.  
174 (2015) have embarked on the definition of cognitive engagement from the theory of human capital, considering  
175 that countries that have a lot of labor in exchange for lack of physical capital have to focus on transforming  
176 human resources into effective human capital by providing them with the knowledge that qualifies them to do  
177 business with high efficiency. One way to do this is to promote cognitive engagement, which refers to directing  
178 the knowledge capacities of the staff member towards the implementation of work assignments. Miller (2008)  
179 identified cognitive engagement as beliefs stemming from the employee's knowledge of the nature of what is  
180 going on in the organization in many aspects such as the leadership style followed and organizational culture  
181 of the organization. Among the paragraphs used in the measurement of cognitive engagement is what Al-Abidi  
182 (2012) mentioned, such as the employee's mental focus on functional tasks, and the employee's dedication to  
183 his attention during the performance of the job. Regarding relation to the level of performance of the workers,  
184 the researchers found that the most important variables affecting employee engagement is the development of  
185 employees. The results of the study showed that the development of employees affects the employee engagement,  
186 which in turn affects the level of performance.

187 Emotional Engagement: Emotional engagement is defined as the positive attitudes of workers and their sense of  
188 the organization and its values ??Sakovska, 2012). Other researchers emphasized this definition as Miller (2008)  
189 described the emotional engagement or the employee's feelings towards colleagues, managers and the organization  
190 itself. Depending on the nature of these feelings, employee engagement either describes the employee's positive  
191 feelings or negative feelings toward peers, managers, and organization (Knight, 2011). Al-Abidi (2012) mentioned  
192 some of the paragraphs in which measure emotional engagement, including the employee's enthusiasm for work,  
193 the employee's sense of vitality while performing the job duties, the employee's sense of pride about his job, the  
194 positive feelings of the employee and the joy of the job.

## 195 7 d) Job performance concept

196 The concept of job performance expresses the net effect of an individual's efforts that begin with capacities and  
197 a perception of the role or tasks that indicate the degree to which the tasks of the individual are accomplished  
198 (Sultan, 2004). Farooqui & Nagendra (2014) sees job performance as critical to the organization's performance.  
199 For this reason, a person's ability to speak and communicate information can be an indicator of his or her  
200 performance at work because those who have this skill will be positively reflected in the results of their work,  
201 and the relationship with their direct manager will be strengthened. According to Andreia (2012), performance  
202 is one of the most important functional outcomes, and has been defined as the aggregate value of activities in  
203 which the employee participates directly and individually, positively or negatively in achieving organizational  
204 objectives Job performance is generally defined as the degree to which an employee assists the organization  
205 in achieving its organizational objectives, and is also called employee performance. Job performance expresses  
206 the financial and non-financial outputs of staff directly related to the organization's organizational performance  
207 (Anitha, 2014). Levey (2001) defines job performance as "the result of three factors: skill, effort, and the nature  
208 of working conditions. Skills include the knowledge, abilities and competencies that an individual brings to the  
209 organization. The effort includes the degree of motivation of the employee to accomplish his work, the nature of  
210 work conditions. Abu Sharkh (2010) indicates that job performance reflects the degree to which the individual  
211 functions are fulfilled and reflect how the individual fulfills the job requirements. Zahra (2015) defined Job  
212 performance as the outcome of an individual's performance while performing his functions The performance  
213 appraisal process starts at the beginning the collection of data that can be analyzed and the results obtained is  
214 used to judge the behavior or performance of the employee, whether high, medium or low, in accordance with the  
215 benchmarking criteria used to assess the performance level, and accordingly the definition of performance relates  
216 primarily to the behavior of the individual during the implementation of the tasks required of him, in addition to  
217 the level of efficiency (scientific and practical) that he owns and enable him to implement tasks at best Severin  
218 (1999) defines job performance as the individual's duties, and responsibilities in the exercise of his or her work,  
219 by the rate at which he or she is required to perform. Campbell and Wise (1990) noted that job performance  
220 consists of behaviors that can be observed in individuals in their jobs and are relevant to the achievement of  
221 the organization goals. Al-Khalifa ??2007) defines it as "a coordinated effort to carry out tasks that involve  
222 converting inputs to outputs of a quality consistent with the skills, abilities and experience of the staff, with the

223 help of supporting factors and the appropriate working environment to undertake this effort accurately, shorter  
224 and less costly."

## 225 **8 e) Job performance measurement**

226 Many researchers agree that Job performance is a multidimensional variable. In general, Job performance consists  
227 of two dimensions: task performance and contextual performance (Borman & Motowidlo, 1993; Motowidlo &  
228 Schmit, 1999), where promotions and rewards decisions are based on the relative values set by the manager on  
229 behaviors related to task performance and contextual performance reflected by the subordinate.

230 i. Task performance: Task performance is defined as the functional behaviors associated with key activities  
231 in the organization such as the production of goods, the providing of services and sales (Befort and Hattrup,  
232 2003) It is concluded from the above that researchers and organizations need to focus on the study of Job  
233 engagement, and its components and the degree of its impact on other variables. The recognition of the degree  
234 of employee engagement leads to the judgment of the employees' perceptions of the labor relations. Thus, the  
235 promoting of employee engagement plays an important role in improving productivity, product quality, and  
236 organizational environment, which is reflected in the achievement of organizational objectives. Rosli (2015)  
237 study emphasized the positive benefits of employee engagement in various types of organizational outputs such  
238 as organizational performance, job satisfaction, organizational commitment, employee performance, employee  
239 productivity, organizational loyalty, employee loyalty and staying in the organization.

240 Several previous studies have confirmed a positive relationship between employee engagement and functional  
241 performance. Among these studies Ott (2007) study, which shows that organizations with highly employee  
242 engagement have outperformed organizations that do not have such staff, which also show that organizations with  
243 highly employee engagement have achieved higher levels of customer satisfaction, higher employee productivity,  
244 and higher profitability. In order to identify what is meant by the high degree of employment, Fleming and  
245 Asplund (2007) reported that the degree of employee engagement is increasing with the increasing period in  
246 which the individual remains employed by the organization with the continued desire not to leave the job. The  
247 research conducted by Srivastava & Bhatnagar (2008) investigates that talent management and its relationship  
248 to levels of Job engagement, that employee engagement is an indicator of retention and productivity.

249 Maden study (2015) confirmed a positive correlation between Employee Engagement and employee innovation.  
250 Hewitt & Associates (2004), through their five-year study of global companies, found that the higher levels  
251 of employee engagement, the higher the performance indicators will be. Al-Domi (2011) notes that many  
252 organizations have an active and vibrant culture, but relatively few make their overall goals and visions live and  
253 compete through their employees, and large organizations promote a love of work that encourages individuals to  
254 deliver the best performance.

255 Kahn's (1990) model of employee engagement is very important for the present study. This model describes  
256 employee engagement through the motivation principle that motivates the employee to employ all his physical,  
257 cognitive and emotional energy to perform the required functions. Thus, the consideration of employee  
258 engagement through this angle not only shows a positive relationship between employee engagement and job  
259 performance, but also shows that employee engagement is the most closely related variable of job performance,  
260 the most appropriate variable for predicting variation in job performance. It should be noted that the interest of  
261 researchers was mainly focused on the study of the relationship between each dimension of employee engagement  
262 and job performance, rather than the overall effect of all employee engagement components in job performance  
263 (Rich et al., 2010).

264 Rich et al. ( ??010) noted that although Khan (1990) did not explicitly mention a positive relationship between  
265 employee engagement and job performance, his model included the basis for such a relationship, since directing  
266 the employee to his physical, cognitive and emotional capacities to perform the functional tasks necessarily  
267 improves his productivity. The outcome of ??ich et al. (2012) showed a positive effect of employee engagement  
268 on career performance. Based on these findings the following hypothesis is suggested:

## 269 **9 There is a statistically significant positive effect of employee 270 engagement (Physical, Cognitive and Emotional engagement) 271 on job performance of telecommunication companies in Jor- 272 dan.**

273 More specifically: H1a. Physical engagement directly influences job performance of telecommunication companies  
274 in Jordan.

## 275 **10 H1b. Cognitive engagement directly influences job perfor- 276 mance of telecommunication companies in Jordan.**

277 H1c. Emotional engagement directly influences job performance of telecommunication companies in Jordan.

278 **11 III.**

279 **12 Research Framework**

280 Based on study hypothesis, the following theoretical framework, shown in Figure 1. As can be seen  
281 from the framework, the study investigates the impact of employee engagement on job performance of the  
282 telecommunication companies in Jordan, where employee engagement are the independent variable and are  
283 positively related to job performance as the dependent variable.

284 **13 Methodology**

285 The methodology section of the current research depicts the sample of the study, the measurements, the statistical  
286 analysis to test the validity and reliability of the study tool and to test the study hypotheses employed to test  
287 the relationship between study constructs (employee engagement and job performance).

288 **14 a) Data collection**

289 Data are collected using a questionnaire. The questionnaire was divided into three sections: Section A consisted of  
290 a list of questions intended to probe the demographic variables of the respondents. Section B contained questions  
291 aimed at gauging the respondents' evaluation of employee engagement of the telecommunication companies in  
292 Jordan adopted from previous studies, and which could possibly influence job performance, using a five-point  
293 Likert scale. The following practices were focused on; Physical engagement (5 statements), Cognitive engagement  
294 (4 statements), and Emotional engagement (6 statements) Section C is also adopted from previous studies,  
295 contained questions aimed at evaluating the level of job performance were focused on these dimensions; Altruism  
296 (7 statements), Consciousness and Conscience (7 statements), and Task performance (6 statements).

297 **15 b) Study tool**

298 The constructs in this study were developed by using measurement scales adopted from prior studies.  
299 Modifications were made to the scale to fit the purpose of the study. All constructs were measured using five-point  
300 Likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). All items were positively worded.  
301 Employee Engagement consist of Physical engagement, Cognitive engagement, and Emotional engagement, were  
302 adapted from previous studies (Kahn, 1990). Job performance dimensions consist of Altruism, Consciousness  
303 and Conscience, and Task performance, the most widely used measure of job performance adapted from Job  
304 Performance Scale (Goodman & Svyantek, 1999).

305 **16 c) Sample**

306 The study population consisted of all of the Employees of the telecommunication companies in Jordan counted  
307 468 employees, a convenience sample estimated (300) was selected; the researcher distributed the questionnaires  
308 to the study sample. After reviewing the questionnaires show that there are (263) extremely fit for statistical  
309 analysis.

310 **17 d) Reliability and validity of the survey instrument**

311 The survey instrument with 38 items was developed based on two variables Employee Engagement as independent  
312 variables with three dimensions; Physical engagement (PE1-PE5), Cognitive engagement (CE6-OE9), and  
313 Emotional engagement (EE10-EE15). Job performance as dependent variables with three dimensions: Altruism  
314 (AL16-AL22), Consciousness and Conscience(CC23-CC29), and Task performance(TP30-TP39).The instrument  
315 was evaluated for reliability and validity. Reliability refers to the instrument's ability to provide consistent results  
316 in repeated uses ??Gatewood & Field, 1990). Validity refers to the degree to which the instrument measures the  
317 concept the researcher wants to measure (Bagozzi & Phillips, 1982). Factor analysis and reliability analysis were  
318 used in order to determine the data reliability for the employee engagement, and job performance dimensions.  
319 A within factor, factor analysis was performed to assess convergent validity. The results of the factor analysis  
320 and reliability tests are presented in Table (2) and Table (3). All individual loadings were above the minimum of  
321 0.5 recommended by Hair et al. (1998). For exploratory research, a Chronbach ? greater than 0.70 is generally  
322 considerate reliable (Nunnally, 1978). Chronbach ? statistics for the study contracts are shown in Table (2)  
323 and Table (3). Thus it can be concluded that the measures used in this study are valid and reliable. Kaiser-  
324 Meyer-Olkin has been used as Pre-analysis testing for the suitability of the entire sample for factor analysis as  
325 recommended by Comrey (1978), the value of The Kaiser-Meyer-Olkin measure was used to assess the suitability  
326 of the sample for each unifactorial determination. The KMO values found (see Table 2, and 3) are generally  
327 considered acceptable (Kim and Mueller, 1978). All factors in each unifactorial test accounted for more than  
328 52.7 per cent of the variance of the respective variable sets. This suggests that only a small amount of the total  
329 variance for each group of variables is associated with causes other than the factor itself.

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## 330 18 e) Descriptive statistics analysis

331 Table (4) indicates that the employees of the telecommunication companies in Jordan evaluate cognitive  
332 engagement (with the highest mean scores, i.e.  $M = 3.91$ ,  $SD=0.54$ ) to be the most dominant of employee  
333 engagement and evident to a considerable extent, followed by Physical engagement ( $M= 3.77$ ,  $SD=0.64$ ),  
334 and emotional engagement ( $M = 3.59$ ,  $SD=0.57$ ). With regard to job performance, employees of the  
335 telecommunication companies in Jordan evaluate Task performance (with the highest mean scores, i.e.  $M =$   
336  $3.76$ ,  $SD=0.58$ ) to be the most dominant job performance dimensions within their organization and evident to  
337 a considerable extent, followed by Consciousness and Conscience ( $M= 3.69$ ,  $SD=0.57$ ), and Altruism (with the  
338 lowest mean scores  $M = 3.37$ ,  $SD=0.62$ ).

## 339 19 Test of Hypothesis

340 Multiple regression analysis was employed to test the hypotheses. It is a useful technique that can be used to  
341 analyze the relationship between a single dependent variable and several independent variables (Hair et al., 1998).  
342 In this model, job performance acts as the dependent variable and employee engagement, as the independent  
343 variables. From the result as shown in Table (5), the regression model was statistically significant ( $F = 63.526$ ;  
344  $R^2 = .36$ ;  $P = .000$ ). The  $R^2$  is 0.36, which means that 36 per cent of the variation in job The proposed model was  
345 adequate as the F-statistic = 63.526 were significant at the 5% level ( $p < 0.05$ ). This indicates that the overall  
346 model was reasonable fit and there was a statistically significant association between employee engagement and  
347 job performance.

348 Table (5) also shows that Physical engagement ( $\beta = 0.22$ ,  $p < 0.05$ ), Cognitive engagement ( $\beta = 0.15$ ;  $p < 0.05$ ),  
349 had a significant and positive effect on job performance. Emotional engagement ( $\beta = 0.09$ ,  $p < 0.05$ ) had a  
350 insignificant effect on job performance. This provides evidence to support H1a, and H1b. Based on the  $\beta$  values  
351 Physical engagement has the highest impact on job performance followed by Cognitive engagement.

## 352 20 Discussion

353 -Employees of the telecommunication companies in Jordan view their jobs as one of the most fundamental  
354 values of their lives. This finding can also be explained by the fact that employees believe that interest  
355 in their jobs contributes to their achievement. With regard to physical engagement it is noted that senior  
356 management providing training courses that enable staff to enhance the physical skills of staff to learn about  
357 the modern methods of evaluation, how to use them or because of the reluctance of those who prepare, use  
358 for some of these methods of long time, and great effort in the process of preparation, and implementation.  
359 With regard to emotional engagement it is noted that the management of the telecommunication companies in  
360 Jordan paying efforts to develop a sense of belonging among employees, their association with their goals and  
361 their pursuit of membership. The researcher attributes this result to the readiness of the management of the  
362 telecommunication companies in Jordan to provide additional services to their employees based on the theory  
363 of social exchange, which assume that staff members who feel a high level of social and psychological support  
364 during their work are more loyal. Finally, With regard to cognitive engagement it is noted that the management  
365 of the telecommunication companies in Jordan attract and select employees who possess many characteristics  
366 such as knowledge, skills and previous experiences of a high level of competence, and also prepares training  
367 programs and workshops to raise the level of competence of employees to develop their careers, its intellectual  
368 capital in order to keep pace with the latest technologies in this field. The management of the telecommunication  
369 companies in Jordan has a great deal of interest in the human element, and seeks to have the human element  
370 capable of carrying out the work with great flexibility to meet the various changes that it may face through its  
371 characteristics of creativity in various fields of work and Innovation and continuous improvement.

372 -With regard to job performance it is noted that the employees need to carry out tasks that do not exceed  
373 their official role, as the administration's discouragement of employees to accomplish additional tasks as well as  
374 the absence of a strong incentive system related to the performance of these tasks, To move towards informal  
375 tasks has a negative impact on altruism, and the reason why staff may not wish to perform further is that there  
376 is little appreciation of the informal role of the individual. In addition the researcher believes that there is a  
377 high level of sense of organizational citizenship among the staff as well as the reason that the management of the  
378 telecommunication companies in Jordan determines each of its members an official role includes the behaviors  
379 required of him in his job, which positively affects the awareness and conscience of these individuals.

380 The researcher explains the result of task performance is the work performance activities, which contribute  
381 mainly to the technical organization essence, which makes it of high importance to the staff and the organization.

382 -There is a statistically significant effect of the employee engagement on the job performance of the  
383 telecommunication companies in Jordan. The researcher attributed this finding to the high level of employee  
384 engagement in general indicates the focus of the organization on human relations. In order to raise their morale,  
385 which in turn leads to ??012), which showed that taking the mental health of the workers along with the  
386 elements of employee engagement improves the job performance, and the study of Anitha (2014), which showed a  
387 statistically significant effect of the variable employee engagement on the job performance of employees in these  
388 companies.

## 21 RECOMMENDATIONS

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389 -The study results showed that there is a statistically significant effect of the physical engagement on the job  
390 performance of the telecommunication companies in Jordan. This means that performance in a given position  
391 can be seen as a product of the interrelationship, which makes physical engagement a clear influence on the  
392 enhancement of this performance. This result can be justified by the fact that the effort exerted by individuals in  
393 the organization directly affects motivation and ethics and job commitment. Thus contributing to the promotion  
394 of job performance by creating monologues suitable environment work contribute to raising the level of motivation  
395 of the individual thereby improving his ability to accomplish business in the right way.

396 -The study results showed that there is a significant statistical effect of the emotional engagement on the job  
397 performance of the telecommunication companies in Jordan. The researcher attributed this finding to the  
398 high level of emotional engagement indicates the existence of emotional bond between the employee and his /  
399 her job, thus ensure that the employee is fully concerned with the completion of his / her work. He views this  
400 work as an opportunity to achieve the best, as well as the employee's desire to perform the tasks assigned to  
401 him / her to the fullest, This result can also be explained by the fact that performance is measured not only  
402 by the performance of duties but also by measuring the employee's commitment to his / her behavior at work.  
403 Therefore, emotional engagement contributes to the employee's increased commitment to public behavior and  
404 ethics during his / Contributes to improving its performance.

405 -The study results showed that there is a statistically significant effect of the cognitive engagement on the job  
406 performance of the telecommunication companies in Jordan. The researcher attributes this result to cognitive  
407 engagement related to the general knowledge as the beliefs of the employee towards the organization, managers  
408 and working conditions, which indicate that they are quick change during the employee's period of work, and  
409 depending on the variables surrounding it, and thus has a limited and relatively unstable impact on the job  
410 performance.

411 VII.

## 412 21 Recommendations

413 Through the results of the study, the researcher provides a set of proposals for the telecommunication companies  
414 in Jordan, and the researcher aims behind these recommendations to contribute to improving the performance  
415 of the job, and these proposals:

416 1. Improve and develop the leadership styles of the managers and follow the democratic leadership styles  
417 that take into account the levels and needs of the workers, their abilities, and scientific qualifications in order  
418 to increase the employee Engagement which is reflected positively on improving their performance. 2. Improve  
419 and develop the system of incentives and promotions in terms of material and moral, and take into account the  
420 competencies and abilities of professional and development and innovative workers, and encourage the creators  
421 to continue creative work that will help to develop their performance. 3. Work to improve the professional  
422 growth of employees through management, and increase training courses and duration during service. 4. Provide  
423 a suitable organizational and material environment for the employees to perform their work through improving  
424 the work environment and discipline, and establishing balanced relationships with the working environment to  
425 contribute to the conservation processes of the system through cooperation and participation in the decisions.  
426 5. Improve the system of promotions, appointments, and contracts in the organization in order to make more  
427 efforts and work by the workers to obtain a more functional area, and this is linked to increased effort and work  
by employees. <sup>1 2</sup>

### 1

Variable	Frequency	%
Age group less than 30	69	26.23%
30-less than 40	126	47.90%
40-less than 50	41	15.59%
years and more	27	10.28%
Gender Male	147	55.89%
Female	116	44.10%

Figure 1: Table 1 :

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<sup>1</sup>© 2018 Global Journals

<sup>2</sup>Do Employee Engagement Practices Affect Job Performance: A Study of Telecommunication Companies in Jordan

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**2**

Construct and item	Loadings	Communalities	KMO	Variance	Reliability
Physical engagement (PE)			.76	61.325	0.82
PE1	0.62	0.64			
PE2	0.59	0.61			
PE3	0.58	0.59			
PE4	0.66	0.68			
PE5	0.54	0.57			
Cognitive engagement (CE)			.77	62.349	0.81
CE6	0.59	0.61			
CE7	0.62	0.64			
CE8	0.66	0.68			
CE9	0.57	0.62			
Emotional engagement (EE)			.78	69.581	0.84
EE10	0.63	0.65			
EE11	0.58	0.61			
EE12	0.55	0.58			
EE13	0.52	0.54			
EE14	0.64	0.68			
EE15	0.57	0.60			

Figure 2: Table 2 :

**3**

Construct and item	Loadings	Communalities	KMO	Variance	Reliability
Altruism (AL)			.642	57.364	0.83
AL16	0.59	0.62			
AL17	0.61	0.64			
AL18	0.63	0.68			
AL19	0.58	0.63			
AL20	0.57	0.59			
AL21	0.52	0.55			
AL22	0.62	0.65			
Consciousness and Conscience (CC)			.613	65.367	0.86
CC23	0.56	0.58			

Figure 3: Table 3 :

## 21 RECOMMENDATIONS

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Dimension	Mean	Standard deviation
Employee engagement	3.76	
Physical engagement	3.77	0.64
cognitive engagement	3.91	0.54
emotional engagement	3.59	0.57
Job performance	3.61	
Altruism	3.37	0.62
Consciousness and Conscience	3.69	0.57
Task performance	3.76	0.58
V.		

Figure 4: Table 4 :

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	T				
	$\beta$			Tolerance	VIF
Physical engagement	0.22	6.32	0.00	0.31	3.21
cognitive engagement	0.15	4.03	0.00	0.45	2.24
emotional engagement	0.09	1.98	0.04	0.51	1.97

Notes: R<sup>2</sup> = .36; Adj. R<sup>2</sup> = .356; Sig. F = 0.000; F-value = 63.526; dependent variable, job performance  
p < 0.05  
VI.

Figure 5: Table 5 :

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