



Content is available at: CRDEEP Journals
Journal homepage: <http://www.crdeepjournal.org/category/journals/ijrem/>

**International Journal of Research in
Engineering and Management (ISSN: 2456-1029)**
A Peer Reviewed UGC Approved Quarterly Journal



SJIF: 4.45

Research Paper

The Role of Employee Engagement in Enhancing Organizational Performance: A Study in the Post-Pandemic Work Environment

Nidhi Kumari¹ ; Prishita Prasana ; Ishika Jaiswal

Student, Tula's Institute, Dehradun, India

ARTICLE DETAILS

Corresponding Author:
Nidhi Kumari

Key words:
Employee Engagement,
Organizational
Performance

ABSTRACT

This research paper explores the critical link between employee engagement and organizational performance in the contemporary post-pandemic work environment, which is increasingly dominated by hybrid and remote work models. The shift in workplace practices necessitates a renewed understanding of how engagement is fostered and sustained when physical proximity is limited. The results indicate a significant positive correlation, confirming that organizations with higher engagement levels experience better overall outcomes. The paper concludes with recommendations for HR managers to adopt adaptive engagement strategies tailored for hybrid work environments, ensuring sustainable organizational success. The study also acknowledges its limitations, such as sample size and geographic concentration, while offering directions for future research.

1. Introduction

The outbreak of the COVID-19 pandemic in 2020 marked a defining moment in how organizations function and how employees engage with their work. Traditional workplace structures gave way to remote and hybrid work environments, compelling organizations to reassess their strategies for managing human capital. In this rapidly evolving landscape, employee engagement has emerged as a strategic priority for companies striving to maintain performance and competitiveness. The importance of employee engagement extends beyond mere job satisfaction; it encompasses the emotional and psychological commitment an employee has towards the organization and its goals. Engaged employees are more likely to contribute proactively, demonstrate higher levels of innovation, and remain committed during periods of uncertainty. As the nature of work continues to evolve, understanding how to cultivate and measure engagement has become essential for HR leaders and organizational strategists. This paper seeks to address this timely issue by examining the impact of employee engagement on organizational performance in the post-pandemic scenario, with a specific focus on Indian corporate settings.

2. Research Methodology

The study adopts a mixed-method approach, combining quantitative and qualitative data to investigate the relationship between employee engagement and organizational performance. The research population comprises employees working in various sectors including IT, manufacturing, education, and healthcare across major metropolitan cities in India. A structured questionnaire was designed based on the Utrecht Work Engagement Scale (UWES) and other validated instruments to measure engagement and organizational performance indicators. The questionnaire included Likert-scale items assessing emotional commitment, job involvement, discretionary effort, productivity, innovation, and retention intentions. The sample size consisted of 150 respondents selected using stratified random sampling to ensure sectoral representation. The data was collected via online surveys and telephone interviews conducted over a four-week period in June 2025. For qualitative insights, open-ended questions were included to gather employee perceptions of engagement drivers and organizational culture. The data was analyzed using SPSS 28.0 to compute descriptive statistics, correlation coefficients, and regression analysis. Reliability of the survey instrument was tested using Cronbach's alpha, which yielded a value of 0.86, indicating high internal consistency. Ethical considerations such as informed consent, anonymity, and

¹Author can be contacted at: *Student, Tula's Institute, Dehradun, India*

Received: 20-08-2025; Sent for Review on: 27-08-2024; Draft sent to Author for corrections: 10-09-2025; Accepted on: 22-09-2025; Online Available from 23-09-2025

DOI: 10.13140/RG.2.2.30376.69126

IJREM: -8890/© 2025 CRDEEP Journals. All Rights Reserved.

voluntary participation were strictly adhered to during the study.

3. Results

Among the 150 participants, 58 percent were male and 42 percent were female. A majority (63 percent) were working in a hybrid model, while 27 percent were fully remote and the remaining 10 percent were on-site. In terms of engagement levels, 71 percent of respondents reported moderate to high levels of emotional commitment to their organization, while only 18 percent indicated low levels. Regression analysis revealed a strong positive correlation ($r = 0.72$, $p < 0.01$) between employee engagement and overall organizational performance. The standardized beta coefficient for job involvement was 0.58, indicating that it is a strong predictor of performance outcomes.

4. Interpretation

The data strongly supports the hypothesis that employee engagement has a significant impact on organizational performance, especially in the post-pandemic context. The positive correlation between engagement and performance metrics suggests that when employees are emotionally and cognitively invested in their work, they are more likely to contribute to innovation, achieve higher levels of productivity, and demonstrate loyalty to the organization. The finding that hybrid work environments tend to facilitate higher engagement levels indicates that flexibility coupled with periodic in-person interaction may offer the ideal conditions for sustaining engagement. Moreover, the qualitative responses from the open-ended questions revealed that employees value transparency, recognition, autonomy, and digital connectivity as key engagement drivers. Respondents frequently cited empathetic leadership, clear communication, and work-life balance as critical elements influencing their engagement levels. These insights reinforce the view that engagement is not solely an individual attribute but is shaped by organizational practices, culture, and external conditions. The results imply that HR professionals must design engagement strategies that are both technologically sophisticated and emotionally intelligent, aligning with the changing needs and expectations of a hybrid workforce.

5. Conclusion

In conclusion, this study provides empirical evidence that employee engagement significantly enhances organizational performance, particularly in the post-pandemic hybrid work environment. The findings affirm that emotionally committed and job-involved employees contribute meaningfully to key performance areas such as productivity, innovation, and retention. The research underscores the importance of adopting adaptive engagement strategies that prioritize flexibility, digital inclusivity, and human connection. For HR practitioners, the implications are clear: engagement must be approached as a strategic function that requires continuous measurement, customization, and alignment with organizational goals. Organizations that fail to recognize the centrality of engagement risk underperformance and high attrition in an increasingly competitive and talent-scarce market. As the future of work continues to evolve, the ability to engage employees meaningfully will determine the long-term success and sustainability of businesses.

References

- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209–223.
- Gallup. (2023). *State of the Global Workplace 2023 Report*. Retrieved from <https://www.gallup.com/workplace>
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268–279.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3–30.
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617–635.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619.
- Saks, A. M., & Gruman, J. A. (2014). What do we really know about employee engagement? *Human Resource Development Quarterly*, 25(2), 155–182.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two-sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71–92.
- Taneja, S., Sewell, S., & Odom, R. Y. (2021). Remote work and employee engagement: A review of emerging challenges and potential solutions. *Journal of Human Resources and Sustainability*, 8(1), 35–50.