Linking Employee Engagement to Employee Performance Moderating Effect of Organizational Politics

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Abstract

Extensive growth of service sector organization and changing work place dynamics and work environment call management to device mean of employee engagement and improve work performance. Organizational politics has been prevalent in most of the organizations and always being influencing the work dynamics as well as work culture affecting employee performance. The aim of present study is to analyse the linkage between drivers of employee engagement and employee performance and analyse whether organizational politics moderates the relationship between employee engagement and work performance. Descriptive research design has been used by the researcher in the present research work. The objective of the study and hypothesis was tested through collecting data for the problem under investigation using survey method. Structured questionnaire covering different dimension of objective was piloted on 169 employee associated with service sector organization located at Agra and Mathura Vrindavan of UP state. Confirmatory factor of employee engagement practices to identify the strength of factors of employee engagement and relationship with employee performance. Regression analysis was carried out to assess the moderating role of organization politics in the relationship between employee engagement and work performance. SPSS 22 software was used to carry out statistical analysis and testing the proposed hypothesis. Outcome of the research finding indicates that employee engagement practices significantly influence the employee performance. The study further support the hypothesis that organizational politics moderates the relationship between employee engagement practices and employee performance Service Sector organization is labour intensive organsiation where human resource and values plays an important role. Extensive research is carried out to identify the determinants of employee engagement to boost employee performance. Organization politics is an important issue and its positive intervention bring positive outcome in the organsiation Organizations recognize the importance of organizational politics with suitable work engagement practices to achieve greater performance. The management must follow the holistic approach for balancing employee activities so as to gain intended outcome.

I. INTRODUCTION

Opening of Indian economy and exposure to global market and fast changing technological environment and extensive application of technology has increased the significance of Human Resource Management in the last few decades. The opening up of Indian economy has brought several changes in human resource practices. Employee engagement has become a critical success factor for managing employee performance and organizational success. The management policies for employee engagement

are one of the most critical HRM practices for motivating the employee and increasing job performance. In general, the employee engagement is a long term planned move toward increasing employee motivation, bringing all round improvement in employees and encouraging the employees for greater job satisfaction and work performance. Seeing the importance of the subject, present research paper tries to explore the literature related to Employees Engagement and its relationship with employee job satisfaction and how organization politics affect the relationship between employee engagement and job satisfaction. A systematic review of 214 research investigating the nature and antecedents of engagement and the effects of engagement was carried out by Bailey et al.(2017). Author identified five determinants of employee engagement. These are leadership, the creation of work, team and organizational influences, organizational strategies and psychological contracts. The employee engagement was positively associated with four areas of work: individual moral, the performance of individual tasks, organizational performance and extra-role performance. In line with this, in the present study, the researcher has tried to explore the various dimensions of employee engagement and their relationship with employee performance.

II. EMPLOYEE ENGAGEMENT AND WORK PERFORMANCE

The continuous growth of business organization has enhanced the importance of employee engagement and this has become the management priority. Basically the employee engagement is considered as the emotional connection that an employee experiences at work and drives his willingness to extend his unrestricted effort at work. In other words, the employee engagement is a feature of the relationship concerning to an organization and its employees. Several terms describe employment-related engagement in the literature. The first two are "usually used interchangeable," according to Schaufeli and Bakker [2010, p.10] and thus for the

study. In particular, they include' employee engagement," business engagement' and' work engagement' (job engagement). The vast majority of authors (76%) followed the proposed Schaufeli et al. definition [2002, page 74], defining employee commitment as' a positive and complete work situation, defined by vigor (e.g. quite energy), dedication (e.g. heavy work-related participation) and absorption (e.g., strongly concentrated in the labor market).' Kevin Kruse defines the employee engagement as an emotional commitment of the employee towards organization and its goals (Forbes.com). An engaged employee is one who is fully engrossed and is enthusiastic about his work. An engaged employee takes a positive action for enhancing organizational image and reputation (Wikipedia). In short, Employee engagement reflects about the feeling of the employee and his passionate towards job and his commitment and his discretionary effort into his work. By and large, employee engagement is the practices of harnessing organizational members towards their work role physically, cognitively, and emotionally during role performances so as to make them present psychologically while occupying and performing an organizational role.(Kahn (1990, p. 694).

Kim et al.[2012] discussed in their study the effects of employee involvement. In particular they explored how employee engagement and performance interact with each other and presented observations and implications for human resource management (HR) and organizational development. Men (2015) defines engagement as a catalyst for employee performance through capacity, absorption, participation, efficacies, power, commitment, excitement and the positive state. Employee engagement has become important due to its contribution in generating employee satisfaction, increasing employee productivity and enhancing organizational performance. A large number of studies have been undertaken by scholars in the field of organizational behaviour and concluded that employee engagement practices enhances the

organizational performances. E. RajeshwariPillai and Shamila Singh (2018) in their study on the title "Impact of employee engagement on organizational performance" indicated that low level of employee commitment and motivation is the result of poor employee engagement. Factors such as poor job design, inadequate communication, handling the wellbeing of workers, poor worker engagement, weak benefits and lack of acknowledgement contribute to a poor level of employee participation. Similar conclusions on the effect of interaction on organizational outcome were verified by other researchers, such as Markos and Sridevi, 2010: Devi, 2017: Kazimoto, 2016: Alagaraja and Shuck, 2015. The researcher concluded that staff engagement has a significant effect in terms of efficiency, profitability, retention of workers, protection, and customer loyalty on organizational performance. Devi (2017) shared a similar perspective and suggested improving organizations

Individual work performance of employee is measured by identifying variable related to work performance, productivity, absenteeism, and presenteeism. Within the field of organizational psychology, the task performance is measured as the proficiency with which individuals perform the core substantive or technical tasks. Another dimension of individual work performance is the contextual performance (Schaufeli, W.B. and Taris, T.W. (2014). In management and economy, the performance assessment focuses primarily on the company level using key performance indicators, such as employee turnover, customer satisfaction and financial performance. In the United States of America in particular, performance measurements have started since 1993 when President Clinton signed the National Performance Review Act. The human resources management has developed performance measurement systems within companies to determine performance of individual work. There is also often a work or company specific performance measurement systems. Human resources management also used job and psychology

studies to assess individual work performance [Swathi, S. (2013). Based on these studies it was hypothesed that;

H1: Employee engagement is positively associated with employee performance

III. ORGANIZATIONAL POLITICS AND WORK PERFORMANCES

Organizational Politics (OP) has emerged an important phenomenon and drawn the interest of researcher and academician to explore its positive and negative consequences. Many scholars try to find the different topologies of control on the workplace (Kipnis, Schmidt & Wilkinson, 1980), while others use an organizational warfare theory to explain power struggles and strategies of influence (Putnam, 1995). The majority of the students examined organizational politics from a negative perspective and focused on the equality of organizational politics with the dark side of human action (Mintzberg 1983, 1989; Ferris & King 1991; coercion, coercive control and other disruptive and semi-legal acts). Nonetheless, few people have tried to use a balanced approach, figuring out how OP influences behaviors, actions and workplace efficiency. The relationship between organizational politics and their performance is important, since almost every member of the firm clearly has control and uses it in a different manner to gain advantages in its working environment.

Organizational practices contain behaviors that are unlawful and unacceptable from the point of view of the company, such as bribery, ingratiation and upward appeals. Mayes & Allen (1977) have described corporate politics as complex powerful processes, which generate organizationally relevant results outside of simple tasks and influence management in order to achieve ends that the institution does not support. As the activities performed by individuals to obtain, Pfeffer (1981) described organizational politics. In the event of uncertainty, or disagreement, enhance and use power and other resources to achieve their preferred

results. FessisFedor, Chache and Pondy (1989) have demonstrated that organizational politics is a social influence mechanism in which measures are designed strategically to maximize short-term and long-term self-interest in accordance with or at the expense of other parties. The behavior and actions of people are characterized in organizational politics by researchers like Bodla and Danish (2010).

The scientific evidence concerning the relationship between OP and employee performance not only leaves much to be desired, in many ways it is even contradictory. Most studies conducted till now have paid little Of no attention to it and even among those which have, there is substantive disagreement concerning the nature and the strength of this relationship. As mentioned before, OP commonly appears as a negative behavior and the possibility that it yields positive outcomes (e.g., enhanced performance) is seldom raised. Some studies have attempted to partly support a negative relationship between OP and employee performance. For example, Eisenhardt and Bourgeois (1988) found that OF contributes to poor firms performance, Ferris and King (1991) argued that politics performed by employees leads supervisors to rate them more favorably even though they don't always deserve it, and Kumar and Ghadially (1989) mentioned reduced employee performance as a harmful outcome of organizational politics. Ferris and Kacrnar (1992) and Parker, Dipboye, and Jackson (1995) indicated a negative relationship between organizational politics and different organizational outcomes. That none of these studies was able to empirically support a direct negative relationship between Organizational politics and employees performance suggests that the relationship, if exists, is far more complex, Our argument is that Organizational Politics might affect employees' performance but only under certain conditions, and through mediating and moderating variables. Moreover, under certain conditions, more politics may even cause better performance.

The effect of Organizational politics on actual employee performance such as turnover, absenteeism, or organizational citizenship behavior (OCB) has been mentioned (Parker, CP., Dipboye, R.L. &. Jackson, S.L. (1995) but has not tested in any practical way, furthering our claim that this relationship is still not clear enough and needs a more explicit theory. Accordingly, a balanced conceptualization of Organizational politics leads to the establishment of a contingent approach toward the effect of Organizational politics on employee performance. A clear definition of Organizational Politics and expressed assumptions about its nature support the researcher for further analyzing the role of organizational politics and their effect on employee performances. As noted there are very less literature and empirical evidences supporting the relationship between organizational politics and employee work performance. The basic question asked regarding this is how organization politics influence the employee performance and whether organization politics moderates the relationship between employee engagement and work performance?

H2a: Organisation politics positively influence employee performance

H2b:Organisational politics moderates relationship between Employee engagement and employee performance

IV. OBJECTIVES OF THE STUDY AND RESEARCH METHODOLOGY

The concept of employee engagement is gaining significant importance and is being used as a tool for strategic partner in the business. Today most of the business organizations are facing stiff competition. The physical and mental wellbeing of the employees are the prime concern that HR manager need to tend focus on. Hence, the aim of this paper is to exploring the drivers of employee engagement and its relationship with employee performance and whether organizational politics moderates the

relationship between employee engagement and job performance.

Present research is based on primary as well as secondary data. Research design for the present research is Descriptive research design. Researcher collected the secondary data from different secondary source like, books, magazines, research journals, and internet resources etc. primary data was collected by using survey instruments. A well structured questionnaire was designed on the basis of review of related literature covering different dimension of employee engagement, organization politics and work performance. Construct of employee engagement was developed on the basis of previous work developed by Garber, P.R. (2012), Schaufeli, W.B., Salanova, M., Gonzalez-Roma V., Bakker, A.B. (2002). Questionnaire developed for measuring work performance was used from Kazimoto, P. (2016). Johnson (2003), Welbourne et al., (1998) and Podsakoff et al., (2010). Questionnaire on Organizational politics was developed on the basis of previous work of Vigoda (2006, 2007. Non probability sampling (convenient and justified sampling) techniques was used to select sample respondents from the targeted population. The questionnaire was distributed to 200 employees working in service sector organization located Agra and Mathura district of Uttar Pradesh state. A total of 178 completed questionnaires were returned, yielding 79% return rate. After editing 169 questionnaires were fond fit and were taken for the study. For measuring the employee engagement, organizational politics, and work performance, employee response were taken on likert scale of 1 to 5. SPSS 22 and AMOS 20 was used for analyzing the data and testing the hypothesis. To verify reliability, 20 interviewees, comprising 12% of the total sample size, were tested using the questionnaire and were considered members of the population of the study. 0.960 was found to be the value of Cronbach Alpha, suggesting that the questionnaire was acceptably reliable. The obtained data were systematically organized with IBM SPSS

version 20, tabled and analyzed. For model estimation and testing, descriptive statistics and regression analysis were performed. The demographic characteristics of respondents are indicated in Table 1.

Table1: demographic characteristics of respondents

	Categories	Count	Percentage
		169	100
Age wise classification	Upto 25 Years 25-35 Years 35-45 Years 45 to 55 Years 55 to 65 Years	17 77 24 29 22	10.1 45.6 14.2 17.2 13.0
Gender	Male Female	103 66	60.9 39.1
Marital Status	Married Unmarried	132 37	78.1 21.9
Education Level wise classification	Upto High School Intermediate Up to Graduation Post Graduate Technical and Professional Qualification	18 34 30 45 42	10.7 20.1 17.8 26.6 24.9
Job Profile	Workers and Support Staff Supervisor Management Staff	143 19 7	84.6 11.2 4.1
Income level	UptoRs 20000PM From Rs20001to Rs30000PM Rs30001 to Rs40000PM Rs40001PM to Rs50000PM Rs50001 to Rs.100000PM	23 60 66 15 5	13.6 35.5 39.1 8.9 3.0
Length of Association with Present Organisation	From 0-5 Years 5-10 Years 10-15 Years More than 15 Years	117 43 3 6	69.2 25.4 1.8 3.6

The demographic characteristics(age, gender, marital status, education, job profile, income level

and length of association with present organization) as presented in the above table 1 indicates that majority of respondents falls in the age group of 25-35 years as it was indicated by 45.6% respondents in the sample. 14.2% employees are in the age group of 35-45 years. 17.2% respondents are in the age group 45-55 years. 13% respondents indicated that they are in the age group 55-65 years. Only 10.1% respondents found to be in the age group below 25 years. Majority of the employee are male (60.9%) and married categories (78.1%). respondents in the sample. It is observed that sample is the combination of educated class of employee as 24.9% employee is having technical qualification or professional degree to their credit. 26.6% respondents are post graduate and 17.8% respondents are graduates. Most of the respondents belong to workers and support staff as 84.6% respondents falls into this group. 11.2% respondents are from supervisor cadre and remaining 4.1% respondents are from management cadre respondents. The survey reveals that majority of the respondents are in the income group of 20001-40000pm as three fourth 74.7% respondents falls into this categories respondents. Survey reveals that most of the respondents are associated with present organization from last 10 years as 94.6% respondents falls into this group. The study signifies that sample is the combination of all the segment of employee having god experience with resent organization.

Table 2: Drivers of Employee Engagement: A Descriptive Statistics

	N	Reliability(α)	Mean	Std. Deviation
Job Design		.688	3.4590	.6664
I am well aware of what is required from me at work	169		3.2663	1.24168
Plans for action are required to guide workers in tasks and duties	169		3.9349	.8531 6
A checklist must be given to promote work	169		3.8047 47	.8747 7
Unrealistic deadlines prevent task and responsibilities from being carried out	169		3.5858 58	1.0891
Proper tools to complete work tasks.	169		3.3728	1.1897
Employee are educated for job procedures	169		3.3136	1.31017
Working conditions facilitate employee engagement	169		2.9349 49	1.3248
Organization Culture		.629	3.4710	.5624 6
Cultural learning for staff affects employee engagement.	169		3.9172	.9098
Workers are multicultural and workers have different personalities, which influences the atmosphere of the company.	169		3.9112	.8754
The behaviour of workers is not consistent with the values of the organization.	169		3.4615	1.1570
Members shape the organisation's culture	169		2.6982	1.1165
Employee Recognition		.855	2.9112	.8586 6
My job gives me a sense of purpose and meaning.	169		3.3669	.8543
My perspective is in the workplace.	169		2.6627	1.2420
I'm remembered for doing a good job.	169		3.2071	1.0941

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Item	N	Reliability	Mean	SD
The process that is being used is not transparent and fair.	169		2.79 88	1.1 10 45
The program is incoherently implemented in the company.	169		3.06 51	1.2 73 08
A lack of recognition leads to a quiet potential for growth.	169		2.74 56	1.2 05 29
Good job is being listed for the promotion of employees.	169		2.63 31	1.2 98 48
The company is investigating the recognition strategies of industry standards.	169		3.15 38	1.2 10 08
There is no discussion with staff on their basic needs.	169		2.82 25	1.2 26 38
Organizational Communication		.828	3.12 06	.82 26 1
In this company, there is honest communication, from top to bottom.	169		3.11 24	1.3 29 30
It is necessary to address open communication between management and employees.	169		2.52 07	1.1 13 17
Transparent is an important communication factor.	169		4.04 14	.71 84 2
There's generally a good level of communication.	169		3.29 59	1.0 94 38
The organization needs to develop a communication strategy, and communication preparation is not consistent across the organization.	169		2.83 43	1.1 68 44
It is important to explore horizontal interaction.	169		3.07 69	1.1 49 53
A downward approach is necessary so that any system has no positive atmosphere in a work environment. Effective communication establishes a trusting relationship	169		3.35 50	1.3 28 93
Resource Allocation		.889	3.2651	.97212

Item	N	Reliability	Mean	SD
I have provided materials and equipment to do your job properly	169		2.85 21	1.2 27 90
I have the opportunity to perform best at my place of work.	169		2.98 82	1.2 77 03
Supervisor takes care as a person of the employees.	169		3.22 49	1.2 28 28
Job management supports my organization's growth mission / purpose to make me feel like	169		3.39 64	1.0 70 26
my job is important to assist workers in the organizational climate.	169		3.41 42	1.0 66 27
Employee Happiness		.912	3.38 46	.87 72 2
Employee is mutually supportive in this company.	169		3.30 18	1.2 28 65
Employees in this company are always thinking about each other's growth.	169		2.98 22	1.2 79 29
Because of my job, I see positive results most days.	169		3.03 55	1.0 79 54
I sound like I'm home.	169		3.08 88	1.0 90 19
I'm happy at my place of work.	169		3.31 95	1.0 59 95
I've got everything I need to do my job well.	169		3.94 08	.93 67 1
I am happy with the benefits which my company provides	169		3.94 08	.86 39 9

The basic characteristics of data in a study are described using descriptive statistics. The summaries of the sample and measures are simple. Descriptive statistics have been calculated to describe the main features of the data in the study, in particular the mean and standard defects. Typically, the mean, standard deviation and reliability statistics that participated in the survey are presented.

Chronback alpha (α) was calculated with the help of SPSS software to assure the reliability of each component of employee engagement and found to be in the tange of .629 to .912 which confirms that construct are reliable enough to proceed for further statistical tests of significance. The descriptive statistics provide simple summaries about the sample and the measures. The output from the analysis presented in the table 2 is a descriptive statistics for all the variables under investigation. The information presented in the above table indicates the confirmatory factors and associated variable. Looking at the mean and standard deviation(SD) one can conclude that employee engagement Practices like Organization Culture has scored highest mean (3.4710) followed by job Design with mean 3.4590. Higher standard deviation of the factors like Resource Allocation SD=0.97212) indicates that respondents view on this issue is heterogeneous.

Table 3: Organizational Politics: A descriptive Statistics

Organizational Politics		.863	3.5545	.6265
People in this group are trying to build up by tearing down others.	169		3.3195	.5496 0
There are some influential groups in this organization that no one can cross.	169		3.6923	.6813 9
I have not ever seen the political interference in selection, and salary implementation.	169		3.8580	.7582 6
Existing policies are irrelevant when it comes to increment and making promotion decisions.	169		3.3491	.8944 4
Employees are encouraged to speak out honestly even when they are critical of well-established ideas.	169		3.4438	.9313 2
An employee can survive only by agreeing with powerful others.	169		3.5621	1.0 2236

| Who you know and how much you like this company carries a lot. | 169 | | 3.6568 | .9761 9 |
| Through tearing down others, people in this group are trying to build up. | 169 | | 3.5266 | .7076 5 |

Organizational politics is the way people and groups in an organization influence their behaviour. Some scientists explored the obscure side of policy with bad human resources (Ferris&King, 1991). Other researchers discussed the phenomenon with regard to the manipulation of activities or the resulting victims (Drory&Bealy, 1991) and the poor efficiency they produce (Eisenhardt& Bourgeois, 1988). Based on review of literature, several variables were developed for measuring employee perception towards organizational politics and its influence in work performance. Descriptive statistics particularly mean and standard Deviation was calculated to describe the basic features of the data in a study. Chronback alpha (α) was calculated with the help of SPSS software to assure the reliability of each component of employee performance and found to be 0.863 that confirms that construct are reliable enough to proceed for further statistical tests of significance. Looking at the mean and standard deviation (SD) one can conclude that variable like I have not ever seen the political interference in selection and salary implementation has scored highest mean of 3.8580. Combined together mean of employee performance has found to be 3.5547 and SD .62655.

Table 4: Employee Performance: A Descriptive Statistics

Employee Performance		.827	3.2663	.4992 7
This company has some influential group that no one can enter.	169		3.4497	.6259 4

I have never seen the collection and pay enforcement of political interference.	169	2.8462	.9697 8
Increasing and taking recruitment decisions, existing policies are meaningless.	169	3.1361	.9318 1
Employees are allowed to speak out honestly even when questioning well-established ideas.	169	3.5148	.7246 2
Only by partnering with influential others can an employee live.	169	3.4734	.5882 3
What you care about this business and how much you like it carries a lot.	169	2.8462	.9385 9
The sense of loyalty is significantly improved.	169	3.0888	.9247 5
Increases productivity and improves ethics.	169	3.2840	1.0361 5
Improves the overall effectiveness of the company.	169	3.4615	.8931 0
Help the employee become the company's effective brand ambassadors.	169	3.3018	.5648 9
Valid N (listwise)	169		

In a competitive environment, managers need to seek new ways to increase their workers ' productivity (Zivnuska et al., 2004). Organized conditions, the organizational environment, employee engagement strategies and complex dynamics have an effect on workers ' attitudes and behavior toward work and in return also affect their performance. The organization is called upon to devise means of engagement to motivate employees to be innovative and creative. Employee innovations can be initiated by generating ideas for exploring opportunities for employee performance and solutions to problems (Jeroen& Deanne, 2007). On the basis of a literature review, many variables for the assessment of employee performance have been developed. The mean and standard statistics were measured precisely in order to describe the basic characteristics of the data in the sample. The reliability of every staff performance variable has been measured by using SPSS software, and it has been found to be 0.827 that indicates the build is sufficiently reliable to carry out further statistical significance testing. Looking at the mean and standard deviation (SD) one can conclude that variable like Employees are encouraged to speak out frankly even when questioning well-established ideas has scored highest mean of 3.5141. Combined together mean of employee performance has found to be 3.3.2663 and SD .49927.

Hierarchical Regression Analysis for Testing the Moderation Effect

To evaluate the effect of employee engagement (Job Design, Organization Culture, Employee Recognition, Organizational Communication, Resource Allocation and Employee Happiness) on employee performance in the service sector organization based in Agra and Mathura, Uttar Pradesh, India, and examine the moderating role of organizational policy between employee engagement practices. In the first step, employee engagement practices were adopted as an independent variable and employee performance was taken as a dependent variable. In the second step the organization politics and employee engagement practices were taken as independent variable and employee performance was taken as dependent variable. The results of the same are in Table 5.

Table 5. Hierarchical Regression Analysis

Step	Dependent Varia	Independent Variables	Beta	t-Val	Sig	F-Va	R-Sq	Results

1	Employee Performance	(Constant)	1.840	7.562	.000	11.465	0.298	Significant
		Job Design	.326	3.388	.000			Significant
		Organization Culture	.070	.887	.001			Insignificant
		Employee Recognition	.070	.212				Insignificant
		Organizational Communication	.0	1.717	.3			Insignificant
2	Employee Performance	(Constant)	1.656	6.322	.000	10.439	0.312	Significant
		Job Design	.265	2.622	.000			Significant
		Organization Culture	.034	.426				Insignificant
		Employee Recognition	.009	.102	.010			Insignificant
		Organizational Communication	.03	1.1				Insignificant

Step 1

Multiple Regression Equation can be written as: Employee Performance= 1.840+ (0.326)*Job Design+ (0.070 *(Organization Culture) + 0.019*(Employee Recognition) + 0.175*(Organizational Communication)+.032*Resource Allocation+(-.192)*Employee Happiness. Coefficients of independent variables show that Job Design and Organisation communication element of employee engagement have significant impact on employee performance at substantial significance level. Coefficient of determination i.e. R2 Value (0.298) of research model indicates independent variables are significantly contributing towards change in dependent variable. Regression analysis confirms the positive effect of employee engagement on their performances.

Step 2

In the second stem organization politics was added into independent variable as moderating variable and outcome of regression equation can be presented as: Employee Performance = 1.656+ (0.265)*Job Design+ (0.034 *(Organization Culture) + 0.009*(Employee Recognition) + 0.126*(

Organizational Communication) +.007*Resource Allocation +(-.223)*Employee Happiness +.249*Organizational politics

Result of the Hierarchical Regression Analysis shows that organizational politics (βm=0.249, Sig. =0.070) has a positive impact on employee performance. The inclusion of the moderating variable in the regression equation has intervened in the improved relationship between employee engagement practices and employee performance. Change in the meaning of the Work Development coefficient ($\beta 1$= 0.326 Sig. 0.001 to $\beta 1$=.265, Sig. 0.010), Organization Culture ($\beta 2$=.070 sig. 0.376 to $\beta 2$=.034 sig. 0.671), Employee Recognition ($\beta 3$= 0.019 Sig. 0.862 to $\beta 3$=.009, Sig. 0.919) Organizational Communication ($\beta 4$= 0.175 Sig. 0.088 to $\beta 1$=.126, Sig.0.234) Resource Allocation ($\beta 5$= 0.032 Sig. 0.940) and Employee Happiness $\beta 6$ = -.192 Sig. 0.068 to $\beta 6$ = .-.223, Sig. 0.036) .were observed due to inclusion of intervening variable (organizational politics) regression equation shown at step-1. As the value of R-Square increased from 0.298 to .312, therefore it is proved that organization politics moderates the relationship between employee engagement and employee performances.

V. DISCUSSIONS AND CONCLUSIONS

This research provides a number of significant theoretical contributions; first, the relationship between employee engagement expectations and employee engagement provides additional support to the literature by establishing the intensity and direction of the relationship Impact of Organizational Politics on Employee Engagement between employee engagement and employee engagement; and, then, given a stratum. Our results indicate that previous research has found a positive relationship between organizational policy and employee outcomes. Present study explores the drivers of employee engagement and its relationship with job performance. Study confirms that out of various drivers like Job Design, Organization Culture, Employee Recognition, Organizational

Communication , Resource Allocation and Employee Happiness, employee have rate organization culture (mean=3.4710 and SD=.56246) as most important drivers followed by job design (mean =3.4590 and SD=.66664) . Outcome of present study confirm the finding of previous studies of Macleod, D. and Clarke, N. and Kumar, V., 2012 that highlights the importance of various drivers of employee engagement in strengthening the employee job performance. Otieno et al. 2015's research also supports other predictor such as positive behaviour, personal action, the actions of organizational citizenship, and employee performance. It therefore seems that workers are shown more committed actions in their jobs when the company takes care of employees through instruction, leading to better results at work. (Nawaz et al. 2014).

Regression analysis confirms that various drivers of employee engagement have significant impact on work performance. The findings are also consistent with previous research by Christian et al 2011 which reveals that a engaged person is one who approaches work-related tasks with a sense of self-investment, strength, and passion that should translate into higher levels of in-role and extra-role performance (Christian et al., 2011). Den Hartog&Belschak, 2012 further suggests that Engaged people are likely to exhibit more optimistic and less deviant work behaviours. Employee engagement comes with a high level of energy and action, as vigor is an important component of engagement. The regression analysis further demonstrates the moderating impact of organizational policy on the relationship between employee engagement and employee performance. Our findings are also consistent with the findings of the previous study. LiatEldor (2016) maintains that the association between employee engagement and activities, such as knowledge sharing, creativity, capacity building and adaptivity, has positive aspects and reduces the connection between employee engagement and behaviors such as knowledge, and that corporate

policy has positive aspects. This reflects the concept of challenges and opportunities in company policy behavior and shows these workers have positive or negative opinions on politics. Politics can be seen as an obstacle, even as an opportunity to obtain greater resources to improve their efficiency for those who are interested and actively involved in their work. In this field, impacts are explored on the evolution of theory and practice. It is observed that organisations cannot achieve a zero-level political behaviour and that this behaviour via the results can influence employees' level of engagement positively, hence executives should articulate its optimized use within acceptable terms. Also, understanding the social dynamics within the work environment can influence employee engagement, since a zero-political activity is impossible in an organisation, the Human Resource Department should sensitize employee engaging in politics to do so within a defined acceptable scope that will positively reinforce employee engagement by training and developing employees' political skill

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