

The subliminal interactions of the dimensions of employee engagement with employee performance - Frontiers

Source: gnews-employee-engagement | **Published:** June 25, 2025 | **PMS Relevance:** PMS CORE | **Type:** Research Study | **Geography:** Africa

Source URL: <https://news.google.com/rss/articles/CBMipgFBVV95cUxQWEZ4OVY2LVZldkjiYVV1WUtYUWd>

Executive Summary

This study examines how different dimensions of employee engagement (physical, cognitive, emotional) influence employee performance dimensions (task, adaptive, contextual) within South Africa's Information Communication Technology sector. Using the Job Demands-Resources model as theoretical framework, the authors analyzed 478 survey responses through Partial Least Squares Structural Equation Modeling. Key findings reveal statistically significant positive relationships between physical engagement and employee performance, and between cognitive engagement and performance. However, emotional engagement showed no statistically significant relationship with performance, contradicting much existing literature. The study contributes empirical data from a developing country context and challenges existing models by distinguishing between different engagement dimensions. The authors acknowledge that generalizability is limited due to non-probability sampling techniques, but argue the research provides novel insights into the multifaceted nature of employee engagement in the South African ICT sector.

Key Insights

1. Physical and cognitive engagement dimensions significantly predict employee performance, while emotional engagement does not
2. The relationship between employee engagement and performance varies by engagement dimension, challenging unidimensional conceptualizations
3. Developing country contexts may show different engagement-performance relationships compared to Western research findings

Practical Takeaways

- Organizations may benefit from creating ergonomic workplaces to enhance physical engagement
- Cognitive engagement appears more predictive of performance than emotional engagement in ICT contexts

Frameworks Mentioned

Job Demands-Resources (JD-R) Model — Theoretical framework examining how job resources lead to positive work outcomes through work engagement, characterized by vigor, dedication, and absorption

Critical Analysis

Strengths include rigorous PLS-SEM methodology, large sample size (478 responses), and novel multidimensional approach to engagement measurement. The study provides valuable data from an underrepresented developing country context. However, significant limitations include non-probability sampling that severely constrains generalizability, potential selection bias through social media recruitment, and cross-sectional design preventing causal inferences. The finding that emotional engagement is non-significant contradicts substantial prior research but lacks adequate theoretical explanation.

Organizational Practice

The study describes organizational practices in South African ICT sector companies including creating ergonomic workplaces, managing job demands and resources, and measuring employee engagement across physical, cognitive, and emotional dimensions

Strategic Implications

The findings suggest that performance management systems may need to differentiate between engagement dimensions rather than treating engagement as a unitary construct. The non-significant relationship between emotional engagement and performance in ICT contexts may indicate sector-specific patterns that challenge universal engagement models.

Validation Status: passed