

Employee Engagement and Organisational Performance: Understanding the Moderating Role of Job Satisfaction

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This paper explores the moderating effects of job satisfaction on relations between employee engagement dimensions- Vigor, Dedication, and Absorption- and performance outcomes for IT employees. The research seeks to understand the implications of such effects across these critical performance indicators: Financial Performance, Operational Efficiency, Customer Satisfaction, Employee Satisfaction, and Innovation. The findings indicate that job satisfaction considerably moderates the positive impacts of engagement dimensions on performance outcomes, especially regarding financial performance and Profitability. For instance, it shows that job satisfaction would strengthen the relationship between vigour and financial performance (coefficient = 0.320) and between vigour and employee satisfaction (coefficient = 0.350). The outcome figures support that higher job satisfaction enhances the firm's engagement dimensions, which may help them achieve better organisational performance. However, this study also shows a limited moderating influence of job satisfaction on customer satisfaction and Innovation. The findings suggest that efforts should be increased in improving job satisfaction as the primary motivator of employee engagement and performance and that such job satisfaction enhancement strategies as a workplace environment, growth opportunities, and work-life balance as central themes for IT organisations to make their employees better perform with well-being and organisational outcome maximisation. These insights have significant implications for IT organisations leveraging employee engagement as a critical moderating factor in enhancing job satisfaction and driving superior business results.

1. Introduction

Employee engagement is among the significant concerns for managers and researchers due to its potential effects on organisational performance, sustainability, and employee well-being. It also refers to an employee's emotional and cognitive investment in their work and organisation (Wollard & Shuck, 2011). It may refer to how employees engage themselves within the lines of organisational activity and significantly impacts whether an organisation succeeds or fails (Gruman & Saks, 2010). Engaged employees are described as more motivated, flexible, and inventive (Hakanen & Schaufeli, 2012) and, therefore, positive contributors to Productivity and facilitators of organisational growth (Slåtten & Mehmetoglu, 2011).

One of the critical drivers of employee engagement is job satisfaction. Employees who are happy with their jobs have a tremendous emotional attachment to their work and are usually more invested in their roles (Shehri et al., 2017). Job satisfaction is that construct or employee attitude wherein the employees feel valued and appreciated, which plays a significant role in their desire to perform effectively (Bakker et al., 2012). Satisfied employees would work zealously and passionately and feel like they are part of the organisation (Chi & Gursay, 2008). On the other hand, disengaged employees do not have intrinsic motives and perform their duties mechanically without adding value to the organisation's success (Allam, 2017). Such employees often report to work but tend to underperform, thus providing counterproductive results that negatively influence organisational efficiency (Pech & Slade, 2006).

The negative consequences of disengagement are not limited to individual performance. Insufficient engagement has been connected with poor financial outcomes, absenteeism, and staff turnover (Agarwal et al., 2012). Organisations facing employee disengagement typically experience lower customer satisfaction because unmotivated employees consistently fail to deliver quality service (Hejjas et al., 2018). In addition, high employee turnover creates disruptions in team members and increases the cost of recruitment and training, further stretching organisational resources (Shuck et al., 2011). Hence, rectifying disengagement is essential for maintaining competitive advantage and a healthy workplace environment.

Several factors affect employee engagement and job satisfaction, such as organisational culture, recruitment practices, development opportunities, and inclusive decision-making. The second organisational culture focuses on the openness of Communication, recognition, and further career opportunities (Rohman et al., 2021). In those organisations, jobs are assumed to increase employee's morale and commitment. Strong recruitment and selection policies allow employees to perform job activities that cater to their skills and ambitions. Employees feel ownership by participating in organisational decision-making, which motivates them to contribute positively toward organisational performance.

The application of research highlights a long-standing divide between management practice and the mindset of employees toward engagement. Most managers do not strategically find an opportunity in the engagement of employees to transfer workplace productivity and Innovation (Meyer, 2013). This leads to an incongruity between organisational results and the needs of employees, leading to dissatisfaction and disengagement. Global research indicated that one-third of all employees globally report feeling engaged, thus displaying the excellent demand

for strategic interventions (Azmy, 2021). This can only be done by embracing an all-round engagement strategy that ties job satisfaction with organisational goals. Engaging management will only create a work environment that promotes employee contributions and growth. The well-being of employees should align with business goals for maximum use of human resources, which ensures long-term success for the business. It is, therefore, for this reason that employees' engagement and job satisfaction become critical drivers of organisational excellence that need to continue being addressed both by scholars and practitioners.

2. Review of Literature

Employee engagement is considered to be the new catalyst for the improvement of organisational performance. It has lately been viewed as a panacea for every Productivity and Innovation in the workplace (Kumar & Pansari, 2015). Engaged employees work towards fulfilling organisational goals through intensified efforts and intentions (Albrecht et al., 2015). Employee engagement directly affects organisational performance measures such as Profitability, customer satisfaction, and operational efficiency (Rana et al., 2014). This relationship, however, is not direct and is highly mediated and moderated by other factors, of which job satisfaction is essential (Shamsuddin & Rahman, 2014).

Job satisfaction, defined as the level of contentment workers find in their jobs, is a mediator that balances the quality of employee commitment between engagement and performance (Judge et al., 2001). Happy employees are likely to feel empowered and motivated, which, in turn, strengthens their engagement and increases their contribution to the objectives of the organisation (Salanova et al., 2005). A happy and involved employee at work is characterised by proof that job performance has improved, turning-over intentions have been reduced, and there is good team cohesion (Luthans et al., 2010). Dissatisfaction at work has adverse effects on positive employee engagement (Seidman, 1943). Disenchanted workers, even if they were an engaged set of employees to begin with, may fall out of motivation eventually and, consequently, job dissatisfaction (Kim et al., 2012). Knowing how engagement and satisfaction interact is crucial as organisations strive to optimise human capital. A host of factors determine job satisfaction, which, in turn, moderates the engagement-performance relationship. These include rewards and fair allocation, career development opportunities, and support from the organisational framework (Kim et al., 2012b). Organisational management is one of the key facilitators in satisfying a worker's job as managers build an environment that recognises efforts and addresses the employee's aspirations (Chand & Katou, 2007). In addition, effective

Communication and involvement in decision-making improve job satisfaction and make employees feel they are indispensable to the organisation's success (Lee & Allen, 2002).

The moderating role of job satisfaction is particularly evident in high-pressure environments. Here, those employees who are satisfied with their jobs are likely to be resilient and maintain interest and involvement despite external pressures (Breevaart et al., 2013). Furthermore, satisfied employees are likely to exhibit discretionary behaviours above and beyond the job requirements, such as helping colleagues and fostering positive workplaces (Currall & Organ, 1988). Empirical evidence supports the role of job satisfaction as key to enhancing the

relationship between engagement and performance. Employees with higher satisfaction levels were more likely to align with organisational goals, presenting a positive outlook for performance outcomes (Ariani, 2013). Job satisfaction could act as a buffer against workplace stress and help employees stay engaged and productive despite demanding circumstances. While job satisfaction compounds the engagement benefits, the factors that are deterrents to satisfaction cannot be avoided by organisations. Such factors include poor leadership, lack of growth opportunities, and lack of recognition of employees, which ultimately hits satisfaction levels, weakening employee engagement and, hence, organisational performance (Herzberg, 1976). Such barriers can be addressed only by an integrated approach that integrates strategic HR practices within individual employee needs (Garg & Rastogi, 2006).

The interaction between employee engagement and organisational performance shows that encouraging an engaged workforce is critical for achieving strategic goals. Current literature points out that engaged employees boost Productivity, Innovation, and workplace harmony in an organisation, which brings success. Nonetheless, job satisfaction is a vital moderating influence, either by amplifying or channelling the beneficial effects of engagement on performance while reducing such challenges as disengagement and attrition. This research synthesis would indicate organisations' need for holistic approaches that mutually facilitate engagement and satisfaction through supportive leadership, fair practices, and growth opportunities. Organisations could then develop a resilient and motivated workforce that can sustain high performance in dynamic environments by moving to deal with such interdependencies.

3. Objectives

- To analyse the impact of employee engagement on organisational performance.
- To examine the moderating role of job satisfaction that influences the relationship between employee engagement and organisational performance.

4. Methodology

The methodology employed in this study will seek to engage employees within the IT sector to understand how this affects organisational performance and moderates the role of job satisfaction. This is a quantitative research approach (Balnaves & Caputi, 2001), where measurable data on all variables will be obtained. A cross-sectional survey design (Wooldridge, 2010) can be adopted such that a point-in-time observation is taken to study the current relationships between employee engagement, job satisfaction, and organisational performance (A. B. Bakker & Leiter, 2010). The sample consists of 443 respondents in the IT sector, using a stratified random sampling technique at all possible levels of the departments in the sector. This guarantees a richly diverse, representative sample that reflects the industry's expansive range of roles and experiences. Data on three primary aspects, Employee engagement, job satisfaction, and organisational performance, are gathered using a structured questionnaire. The Utrecht Work Engagement Scale (Schaufeli et al., 2006) determines the employees' engagement, whereas the Job Satisfaction Survey measures job satisfaction (Spector, 1997). Organisational performance (Carton & Hofer, 2006) is assessed via a

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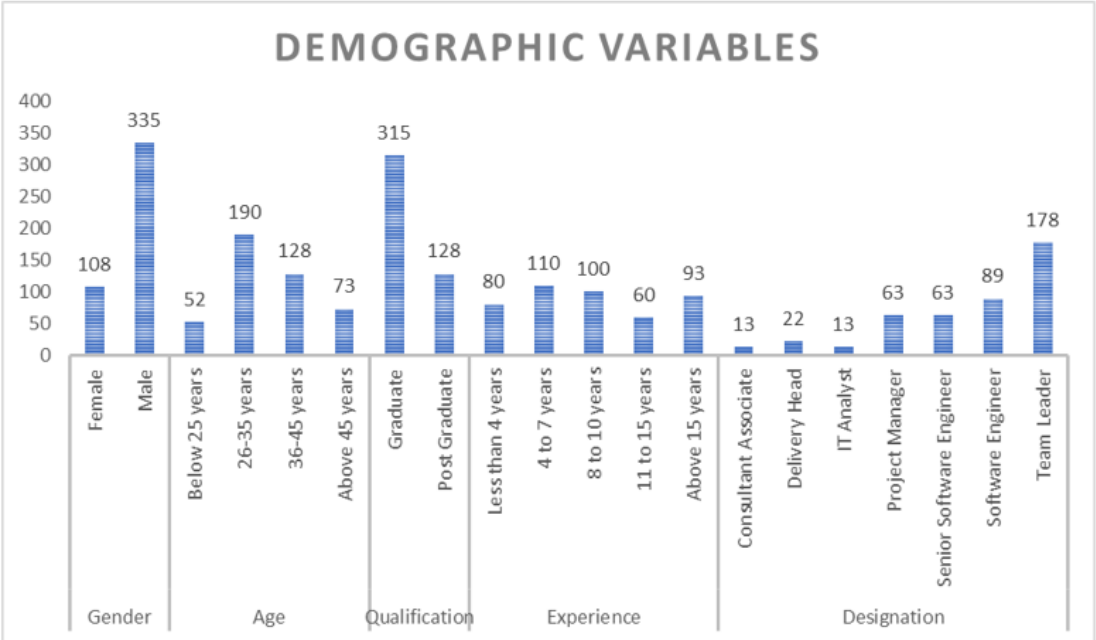
customised Organizational Performance Scale from financial and non-financial IT sector-specific indicators. SPSS software is used to analyse the data.

5. Results and Discussion:

TABLE: 1

Demographic Variable	Category	Frequency	Per cent
Gender	Female	108	24.4%
	Male	335	75.6%
Age	Below 25 years	52	11.7%
	26-35 years	190	42.9%
	36-45 years	128	28.9%
	Above 45 years	73	16.5%
Qualification	Graduate	315	71.1%
	Post Graduate	128	28.9%
Experience	Less than 4 years	80	18.1%
	4 to 7 years	110	24.8%
	8 to 10 years	100	22.6%
	11 to 15 years	60	13.5%
	Above 15 years	93	21.0%
Designation	Consultant Associate	13	2.9%
	Delivery Head	22	5.0%
	IT Analyst	13	2.9%
	Project Manager	63	14.2%
	Senior Software Engineer	63	14.2%
	Software Engineer	89	20.1%
	Team Leader	178	40.2%

Table 1 of the sample demographic distribution shows exciting insights into the workforce composition. Firstly, the gender distribution tends to be skewed on the side of male employees, representing 75.6% of the sample, while females constitute 24.4%, mirroring the nature of common imbalances in gender seen in the IT sector. The age distribution highlights an essentially youthful to middle-aged workforce, with the most significant % of workers aged 26-35 years, 42.9%, followed by those aged 36-45 years, 28.9%. Therefore, this points out that the IT sector under investigation is characterised by employees in the prime stages of their careers, though there is also a notable proportion of younger and older workers. Educational Qualification: The workforce shows higher academic qualification, as 71.1% of the employees have a graduate degree and 28.9% have a post-graduate degree, emphasising that the sector relies on skilled and highly trained professionals. Experience-wise, most employees fall into 4 to 7 years (24.8%) and 8 to 10 years (22.6%), indicating a well-established workforce with sizeable industry experience. Moreover, 18.1% of the employees have less than 4 years of knowledge, which means a healthy input of new blood into the industry.



The distribution of experience also includes 11-15 years (13.5%) and more than 15 years (21%), which signifies that the organisation retains a good amount of experienced personnel. The largest share goes to Team Leaders (40.2%). The second largest group is that of Software Engineers, with 20.1%. Project Managers come third, with 14.2%. This reveals a significant presence of mid-level leadership and technical competence. The two least considerable roles are those of Consultant Associate and IT Analyst, with 2.9% share each in the sample. These two roles may reflect their lesser prevalence or merely specialised roles in a particular workforce. In general, demographic characteristics highlight a balance and diversification of the employees regarding experience, education, and leadership to give a balanced base for investigating employee engagement in organisational performance.

TABLE 2: Reliability Analysis

Scale	Variable	Cronbach's Alpha
Utrecht Employee Engagement Scale	Vigor	0.85
	Dedication	0.87
	Absorption	0.84
Job Satisfaction	Pay	0.75
	Promotion	0.79
	Supervision	0.80
	Benefits	0.76
	Contingent Rewards	0.78
	Operating Conditions	0.72
	Coworkers	0.82
Organisational Performance	Nature of Work	0.83
	Communication	0.81
	Financial Performance	0.88
	Operational Efficiency	0.86

	Customer Satisfaction	0.89
	Employee Satisfaction	0.84
	Innovation	0.85
	Market Share	0.83
	Productivity	0.87
	Profitability	0.89
	Organisational Growth	0.84

The reliability analysis of the scales, as per Table 2, shows internal solid consistency across all the dimensions. For UWES, the scale dimensions of Vigor, Dedication, and Absorption showed high Cronbach's Alpha values ranging from 0.84 to 0.87 and, therefore, indicate the scale's reliability in measuring the components of employee engagement: energy, emotional commitment, and full involvement in work tasks. On the Job Satisfaction Survey (JSS), scores for Pay (0.75), Promotion (0.79), Supervision (0.80), Benefits (0.76), and Operating Conditions were moderate to strong. Thus, at 0.72, Operating Conditions alone were somewhat lower but still in an acceptable range. Coworkers and Nature of Work scored at 0.82 and 0.83, respectively, and proved exceptionally reliable, highlighting their importance in overall job satisfaction. Reliability scores for the Organisational Performance Scale (OPS) are excellent for Financial Performance with a score of 0.88, Operational Efficiency at 0.86, Customer Satisfaction at 0.89, Profitability at 0.89, and Productivity at 0.87. Employee Satisfaction at 0.84, Innovation at 0.85, and Organisational Growth at 0.84 exhibit sufficient reliability that could be used for assessing organisational effectiveness; Market Share at 0.83 exhibits relatively lower but still acceptable reliability.

TABLE 3: DIRECT EFFECT

Relationship	Beta (β)	t-value	P-value	Decision
Panel 1: Direct Effect Employee Engagement \rightarrow Organisational performance				
Vigor \rightarrow Financial Performance	0.210**	3.4	$p < .01$	Accepted
Vigor \rightarrow Operational Efficiency	0.185**	3.2	$p < .01$	Accepted
Vigor \rightarrow Customer Satisfaction	0.1	1.5	$p > .05$	Rejected
Vigor \rightarrow Employee Satisfaction	0.200*	2.8	$p < .05$	Accepted
Vigor \rightarrow Innovation	0.12	1.7	$p > .05$	Rejected
Vigor \rightarrow Market Share	0.190*	2.6	$p < .05$	Accepted
Vigor \rightarrow Productivity	0.05	0.8	$p > .05$	Rejected
Vigor \rightarrow Profitability	0.300**	4.3	$p < .01$	Accepted
Vigor \rightarrow Organisational Growth	0.270**	4	$p < .01$	Accepted
Dedication \rightarrow Financial Performance	0.275***	4.5	$p < .001$	Accepted
Dedication \rightarrow Operational Efficiency	0.240**	3.9	$p < .01$	Accepted
Dedication \rightarrow Customer Satisfaction	0.05	0.9	$p > .05$	Rejected
Dedication \rightarrow Employee Satisfaction	0.280**	4.2	$p < .01$	Accepted
Dedication \rightarrow Innovation	0.08	1.3	$p > .05$	Rejected
Dedication \rightarrow Market Share	0.310***	4.8	$p < .001$	Accepted

Dedication → Productivity	0.1	1.6	$p > .05$	Rejected
Dedication → Profitability	0.350***	5	$p < .001$	Accepted
Dedication → Organisational Growth	0.300**	4.3	$p < .01$	Accepted
Absorption → Financial Performance	0.150*	2.2	$p < .05$	Accepted
Absorption → Operational Efficiency	0.175*	2.5	$p < .05$	Accepted
Absorption → Customer Satisfaction	0.05	0.7	$p > .05$	Rejected
Absorption → Employee Satisfaction	0.180*	2.6	$p < .05$	Accepted
Absorption → Innovation	0.210**	3.3	$p < .01$	Accepted
Absorption → Market Share	0.190*	2.7	$p < .05$	Accepted
Absorption → Productivity	0.08	1.2	$p > .05$	Rejected
Absorption → Profitability	0.250**	3.9	$p < .01$	Accepted
Absorption → Organisational Growth	0.05	0.9	$p > .05$	Rejected

Table 3 shows that Vigor, Dedication, and Absorption have different effects on the organisational performance metrics, with specific coefficient values and significance levels. Vigor had a highly significant positive impact on Financial Performance with coefficient = 0.210 and $t = 3.4$ while $p < .01$. For example, Financial Performance has the following coefficients: Operational Efficiency, coefficient = 0.185, $t = 3.2$, $p < .01$; Employee Satisfaction, coefficient = 0.200, $t = 2.8$, $p < .05$; Market Share, coefficient = 0.190, $t = 2.6$, $p < .05$; Profitability, coefficient = 0.300, $t = 4.3$, $p < .01$; Organisational Growth with coefficient = 0.270, $t = 4.0$, $p < .01$. However, Vigor does not seem to have an impact on Customer Satisfaction (coefficient = 0.1, $t = 1.5$, $p > .05$), Innovation (coefficient = 0.12, $t = 1.7$, $p > .05$), or Productivity (coefficient = 0.05, $t = 0.8$, $p > .05$), meaning that more Vigor alone might not be in a position to push more significant changes in these dimensions.

Dedication shows the strongest positive relation with Financial Performance coefficient = 0.275, $t = 4.5$, $p < .001$, Operational Efficiency, coefficient = 0.240, $t = 3.9$, $p < .01$, Employee Satisfaction, coefficient = 0.280, $t = 4.2$, $p < .01$, Market Share, coefficient = 0.310, $t = 4.8$, $p < .001$, Profitability, coefficient = 0.350, $t = 5.0$, $p < .001$, and Organizational Growth, coefficient = 0.300, $t = 4.3$, $p < .01$. As such, there are undoubtedly very strong effects. However, Dedication does not influence any of Customer Satisfaction (coefficient = 0.05, $t = 0.9$, $p > .05$), Innovation (coefficient = 0.08, $t = 1.3$, $p > .05$), or Productivity (coefficient = 0.1, $t = 1.6$, $p > .05$). Absorption found to have a positive and significant impact on Financial Performance (coefficient = 0.150, $t = 2.2$, $p < .05$), Operational Efficiency (coefficient = 0.175, $t = 2.5$, $p < .05$), Employee Satisfaction (coefficient = 0.180, $t = 2.6$, $p < .05$), Innovation (coefficient = 0.210, $t = 3.3$, $p < .01$), Market Share (coefficient = 0.190, $t = 2.7$, $p < .05$), and Profitability (coefficient = 0.250, $t = 3.9$, $p < .01$). However, Absorption does not significantly enhance Customer Satisfaction (coefficient = 0.05, $t = 0.7$, $p > .05$), Productivity (coefficient = 0.08, $t = 1.2$, $p > .05$), or Organizational Growth (coefficient = 0.05, $t = 0.9$, $p > .05$).

Notably, all three independent variables, Vigor, Dedication, and Absorption, show significant positive contributions to Financial Performance and Profitability, with Dedication

demonstrating the most substantial effect in these areas (e.g., Dedication on Profitability: coefficient = 0.350, $t = 5.0$, $p < .001$). Additionally, the three factors positively influence Employee Satisfaction and Market Share, indicating their importance in fostering a motivated workforce and expanding market presence. Interestingly, Absorption is only a significant predictor of Innovation, but Vigor and Dedication are not. Moreover, none of the variables are significantly impacted by Customer Satisfaction and Productivity, indicating that these areas could have different requirements beyond strengthening Vigor, Dedication, or Absorption. Altogether, though the three engagement dimensions have positive effects on some of the crucial organisational performance indicators, the effectiveness of these dimensions is contingent on the performance metric to be targeted.

TABLE 4: Moderating Effect

Relationship	Moderating Variable	Coefficient	t-Statistic	p-Value	Decision
Panel 2: Employee Engagement → Job Satisfaction → Organisational Performance					
Vigor → Financial Performance	Pay	0.320***	5	$p < .001$	Accepted
Vigor → Operational Efficiency	Pay	0.280**	4.2	$p < .01$	Accepted
Vigor → Customer Satisfaction	Communication	0.12	1.6	$p > .05$	Rejected
Vigor → Employee Satisfaction	Supervision	0.350**	4.5	$p < .01$	Accepted
Vigor → Innovation	Contingent Rewards	0.200*	2.5	$p < .05$	Accepted
Vigor → Market Share	Promotion	0.310**	4.3	$p < .01$	Accepted
Vigor → Productivity	Coworkers	0.14	1.7	$p > .05$	Rejected
Vigor → Profitability	Benefits	0.370***	5.3	$p < .001$	Accepted
Vigor → Organisational Growth	Operating Conditions	0.300**	4.1	$p < .01$	Accepted
Dedication → Financial Performance	Pay	0.340***	5.2	$p < .001$	Accepted
Dedication → Operational Efficiency	Supervision	0.260**	3.9	$p < .01$	Accepted
Dedication → Customer Satisfaction	Contingent Rewards	0.190*	2.7	$p < .05$	Accepted
Dedication → Employee Satisfaction	Nature of Work	0.320**	4.6	$p < .01$	Accepted
Dedication → Innovation	Promotion	0.220*	2.8	$p < .05$	Accepted
Dedication → Market Share	Benefits	0.350***	5.1	$p < .001$	Accepted
Dedication → Productivity	Communication	0.17	1.9	$p > .05$	Rejected
Dedication → Profitability	Operating Conditions	0.400***	5.7	$p < .001$	Accepted
Dedication → Organisational Growth	Coworkers	0.330**	4.3	$p < .01$	Accepted
Absorption → Financial Performance	Supervision	0.240*	3.2	$p < .05$	Accepted
Absorption → Operational Efficiency	Pay	0.250**	3.7	$p < .01$	Accepted
Absorption → Customer Satisfaction	Communication	0.1	1.4	$p > .05$	Rejected
Absorption → Employee Satisfaction	Promotion	0.300**	4.3	$p < .01$	Accepted
Absorption → Innovation	Contingent Rewards	0.260**	3.6	$p < .01$	Accepted
Absorption → Market Share	Nature of Work	0.280**	4	$p < .01$	Accepted
Absorption →	Coworkers	0.13	1.6	$p > .05$	Rejected

Productivity					
Absorption → Profitability	Benefits	0.340**	4.8	p < .01	Accepted
Absorption → Organisational Growth	Operating Conditions	0.290**	4	p < .01	Accepted

Moderating effects, as per Table 4, on Vigor, Dedication, and Absorption's relationship with varying performance outcomes showed notable variations in performance variance across different types of moderators. With Vigor, Pay considerably strengthened its relationship with Financial Performance (coefficient = 0.320, $t = 5$, $p < .001$) and Operational Efficiency (coefficient = 0.280, $t = 4.2$, $p < .01$). Nevertheless, Vigor does not significantly moderate Customer Satisfaction (coefficient = 0.12, $t = 1.6$, $p > .05$). Controlling for Supervision distinctly increases the relationship between Vigor and Employee Satisfaction (coefficient = 0.350, $t = 4.5$, $p < .01$). In contrast, Contingent Rewards positively moderates the relationship of Vigor with Innovation (coefficient = 0.200, $t = 2.5$, $p < .05$). In addition, Promotion increases the bond further of Vigor with Market Share (coefficient = 0.310, $t = 4.3$, $p < .01$), but Benefits considerably enhance the vigor-straining positive impact on Profitability (coefficient = 0.370, $t = 5.3$, $p < .001$). Operating Conditions are a positive moderator of Vigor to Organizational Growth (coefficient = 0.300, $t = 4.1$, $p < .01$), while the latter was insignificant towards Productivity that was moderated by Coworkers (coefficient = 0.14, $t = 1.7$, $p > .05$).

On the other hand, Dedication was positively moderated by Pay in that it significantly enhanced its impact on Financial Performance (coefficient = 0.340, $t = 5.2$, $p < .001$). Supervision buffers potent the dedication effect on Operational Efficiency (coefficient = 0.260, $t = 3.9$, $p < .01$), while Contingent Rewards positively influence the relationship between Dedication and Customer Satisfaction (coefficient = 0.190, $t = 2.7$, $p < .05$). Nature of Work has a boosting effect on the impact of Dedication on Employee Satisfaction (coefficient = 0.320, $t = 4.6$, $p < .01$). In addition, Promotion is positively reinforcing the effect of Dedication on Innovation, coefficient = 0.220, $t = 2.8$, $p < .05$; Benefits are strongly and positively reinforcing Dedication's influence on Market Share (coefficient = 0.350, $t = 5.1$, $p < .001$); Communication is not a significant moderator of Dedication's effect on Productivity (coefficient = 0.17, $t = 1.9$, $p > .05$). However, Operating Conditions have a significant positive moderating effect on the impact of Dedication on Profitability (coefficient = 0.400, $t = 5.7$, $p < .001$), and Coworkers significantly add value to the effect of Dedication on Organizational Growth (coefficient = 0.330, $t = 4.3$, $p < .01$).

In the case of Absorption, Supervision had a moderating effect on the relation with Financial Performance (coefficient = 0.240, $t = 3.2$, $p < .05$), while Pay increased the strength of its relation with Operational Efficiency (coefficient = 0.250, $t = 3.7$, $p < .01$). Communication did not influence the relation between Absorption and Customer Satisfaction significantly (coefficient = 0.1, $t = 1.4$, $p > .05$). However, Promotion highly interacts with Absorption to create its effect on Employee Satisfaction (coefficient = 0.300, $t = 4.3$, $p < .01$), while Contingent Rewards positively moderated Absorption's relationship with Innovation, coefficient = 0.260, $t = 3.6$, $p < .01$. Nat Work strongly influences the effect of Absorption on Market Share (coefficient = 0.280, $t = 4$, $p < .01$), but Coworkers do not have a statistically significant influence on the effects of Absorption on Productivity (coefficient = 0.13, $t = 1.6$, $p > .05$). Finally, Benefits exert a very strong moderating influence on the relation of

Absorption with Profitability (coefficient = 0.340, $t = 4.8$, $p < .01$), while Operating Conditions positively affect the relationship of Absorption with Organisational Growth (coefficient = 0.290, $t = 4$, $p < .01$).

6. Findings:

Job Satisfaction has been identified as moderate in the relationship between employee engagement dimensions- Vigor, Dedication, and Absorption- and performance outcomes. This study analysed 443 IT employees. The results suggested that Pay, Supervision, and Benefits were the most significant moderators that enhanced the positive effects of engagement dimensions on key performance indicators. More precisely, Pay improved the effect of Vigor on Financial Performance (coefficient = 0.320) and Operational Efficiency (coefficient = 0.280) and strengthened the effect of Dedication on Financial Performance (coefficient = 0.340) and Absorption on Operational Efficiency (coefficient = 0.250). Controlling positively moderated the effect of Vigor on Employee Satisfaction (coefficient = 0.350) and Dedication on Operational Efficiency (coefficient = 0.260) and increased the effect of Absorption on Employee Satisfaction (coefficient = 0.300). Benefits significantly interacted with Vigor to enhance the relationship with Profitability (coefficient = 0.370) and with Dedication to enhance the relationship with Profitability (coefficient = 0.400). Communication and Coworkers showed no strong moderating effects, except for Customer Satisfaction, which Communication did not even influence in the context of the relationship between Absorption and Customer Satisfaction (coefficient = 0.1). These findings show that compensation, supervisory support, and benefits are critical elements in the optimisation of the effects of employee engagement on all performance outcomes, such as financial performance, operational efficiency, and employee satisfaction. It also suggests that factors such as Communication and Coworkers may need more precise interventions to improve their impact on performance outcomes.

7. Conclusion:

This study underlines the moderating role of job satisfaction as an essential organisational factor in the relationship between employee engagement and performance outcomes in the IT sector. The findings of this study do suggest that if competitive structures for Pay existed, supervisory practices were effective, and comprehensive benefits packages were offered. IT organisations could improve employee engagement, which, when enhanced, could lead to improved financial performance, thereby increasing Profitability. Pay acted as a strong moderator, enhancing the positive influence of both Vigor and Dedication on bottom-line outcomes, while Supervision enhanced the effect of Vigor on Employee Satisfaction and Dedication on Operational Efficiency. Benefits also significantly enhanced the impact of Vigor on Profitability, indicating that excellent reward systems have to balance engagement and bottom-line outcomes.

On the contrary, factors like Communication and Coworkers were less influential in moderating engagement's effect on performance. This suggests that though these elements are essential, organisations might have to focus more directly on factors such as compensation and

managerial support to optimise performance outcomes. The practical implications for IT organisations lie in strategic compensation, supervision investments, and the proper benefits organisation to improve employee engagement and optimise performance across metrics. By refining organisational factors related to these areas, an IT company can provide a more engaged and productive workforce while enjoying higher Profitability, operational success, and employee satisfaction in a very competitive and rapidly changing industry.

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