

## The Employee Engagement and Job Performance Nexus in a Top Autodealership Company

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### Abstract:

This study explored the relationship between employee engagement and job performance within a leading Philippine auto dealership company. A quantitative approach was employed through a survey distributed to 351 employees across various locations. The findings revealed a youthful workforce with near-equal gender distribution and a high proportion holding college degrees. A slight majority reported being single, potentially indicating a preference for flexibility. Furthermore, the largest group had a tenure of 1-5 years, suggesting a sizeable cohort of newer employees.

Employee engagement was perceived to be high indicating a generally motivated and enthusiastic workforce. A significant positive correlation was identified between engagement and job performance, suggesting that more engaged employees perceived themselves as performing at a higher level. Based on these results, the study proposes actionable recommendations to enhance engagement. These include targeted strategies for the younger demographic, skill development programs for all employees, exploration of flexible work arrangements and well-being initiatives, and fostering a culture of recognition and alignment with the company's mission. By implementing these strategies, the dealership can cultivate a more engaged workforce, leverage its diverse strengths, and achieve sustained high performance.

### Introduction:

The automobile industry is now undergoing a significant era of change, primarily influenced by factors such as the rise of new markets, developments in technology (such as electric cars and autonomous driving), changing customer preferences, and growing concerns about sustainability. The industry's dynamic nature requires a transformation in the operational framework of the automobile sector. Accordingly, in order to maintain competitiveness, dealerships must find novel methods, enhance operational

efficiency, and improve the skills of their workers. The Philippines, which is now seeing a thriving automotive industry driven by increasing demand, reflects this global pattern. In this context, car dealerships are likewise faced with significant challenges that includes guaranteeing a staff that is both highly engaged and successful in this ever-changing climate.

Employee engagement, which is marked by enthusiasm, commitment, and a readiness to exceed expectations, is a crucial determinant of

organizational success (Klinck & Moraka, 2019). Employees that are actively involved and committed to their job are more efficient, produce work of superior quality, and exhibit a greater dedication to accomplishing the objectives of the firm. With this premise, the study aims to examine the relationship between employee engagement and job performance in a leading Philippine auto dealership company, with a particular focus on learning and growth opportunities. The research explores the dealership's strategy for employee development, from the perspective of the employees, and how it directly affects employee engagement and consequently staff performance.

### Research Problem:

This research seeks to analyze the learning and growth aspect within a prominent automobile dealership business in the Philippines, as it molds its workforce. It aims to investigate the current state of employee engagement in a car dealership organization in order to enhance the learning and development aspect, thereby influencing employee performance. More particular, it intends to answer the following research questions:

1. What is the demographic profile of the survey participants from the auto dealership companies in terms of:
  - a. Age,
  - b. Sex,
  - c. Marital status,
  - d. Education,
  - e. Tenure, and
  - f. Job role?
2. What is the level of employee engagement in the organization as perceived by the employees of auto dealership organization?
3. What is the perceived extent of effect of employee engagement to their respective performance?
4. What actionable recommendations can be provided based on the findings of the study?

By examining this crucial link between employee engagement and job performance, this study aims to provide valuable insights for auto dealerships in the Philippines. This can help them develop

effective strategies to foster a highly engaged and productive workforce, ensuring success in the ever-evolving automotive landscape.

### Theoretical Framework:

The aim of this study is to look into the learning and growth component of a car dealership organization through the examination of the relationship of employee engagement and job performance. To do this, it is necessary to have theoretical underpinnings that may strengthen the research even more. In analyzing the employee engagement level of the auto dealership company based on employee perception, the study employed the model developed in Oktanofa et al. (2022). The model was based on three frameworks and models, namely Gallup Q12 Model, Aon Hewitt Model, and the Deloitte Employee Engagement Framework.

The **Gallup Q12 Model** is focused on elements for transformation. Gallup's Q12 model identifies these 12 core elements, like feeling valued at work and having a clear mission, that employees need to climb to reach a state of high engagement. The model, built on extensive research, aims to guide companies in transforming their work environments to create a more engaged workforce, ultimately leading to sustainable growth.

The **Aon Hewitt Model** looks into Outcomes and Drivers. Aon Hewitt's model takes a cause-and-effect approach. It conceptualizes engagement as both a psychological state (feeling connected and motivated) and a driver of positive behaviors at work (improved performance, loyalty, helping others). The model emphasizes that by improving organizational practices and addressing employee well-being, companies can create a more engaged workforce, leading to better performance and a healthier bottom line.

Finally, the **Deloitte Employee Engagement Framework**, which is focused on creating an "irresistible" workplace. Deloitte identifies five key ingredients for building an irresistible workplace that attracts and retains top talent. These elements focus on the overall employee experience, encompassing meaningful work, supportive management, a positive work environment, clear

opportunities for growth, and trustworthy leadership.

Thus, Oktanofa et al.'s model for employee engagement seeks to provide a thorough comprehension of the aspects that impact employee engagement by including these three frameworks and models.

### Literature Review:

#### *Employee Engagement vis-à-vis Learning and Growth*

Employee engagement refers to the degree to which employees are enthusiastic about and invested in their work. It is the result of a supportive work environment that fosters an educated, autonomous, and productive workforce. A key component of management theory and practice is the level of engagement shown by employees inside an organization. The two viewpoints on employee engagement that were pointed out by Sun and Bunchapattanasakda (2019) are the "unitary construct" view, which includes thoughts, feelings, and actions, and the "multi-faceted construct" view, which describes a positive mindset, a willingness to be dedicated, and the inverse of burnout (Anthony-McMann, 2017 as cited in Günther, Hauff, & Gubernator, 2022). Without a defined and widely acknowledged metric, there is still a great deal of disagreement on employee engagement—its meaning, its components, and its outcomes.

The original concept of employee engagement was given by William Kahn in 1990 under his Needs-Satisfaction paradigm (as cited in Rathee & Sharma, 2020). When looking at employee needs and engagement in the workplace, his study is very relevant. His theory states that workers are more invested in their jobs when three psychological needs are met: "meaningfulness" (the belief that their work matters), "safety" (the ability to be one's authentic self without fear of retaliation), and "availability" (the belief that one has the mental, emotional, and physical resources to fully immerse oneself in one's work). According to Basit and Arshad (2016), cited in Rosdi, Alias, and Ismail (2020), employees are greatly affected by the

nature of their employment, including their duties, obligations, and the interactions amongst coworkers. The social environment, which includes management style, procedure, organizational norms, interpersonal interactions, cooperation, and intergroup dynamics, impacts psychological safety. The personal resources that individuals have and are able to use in their work performance are the ultimate determinants of availability. According to Yücel (2021), these resources include things like mental and physical stamina, levels of insecurity, and aspects pertaining to their individual lifestyles (Ariyabuddhiphongs and Kahn, 2017).

Assessing human capital by evaluating employee engagement provides a perspective on learning and development. Dahal (2022) employed Vance's (2006) conceptualization of employee engagement, which refers to the extent of employees' devotion and allegiance to their job and the company they are employed by. Companies and institutions with dedicated personnel have several strategic benefits, such as improved customer service, increased productivity, and reduced staff attrition (Dahal, 2022). Klinck and Moraka's (2019) study indicates that employee engagement is enhanced when goals are clearly articulated and understood by all employees. Enhanced productivity and performance are achieved as a consequence. Establishing a robust organizational culture is essential for enhancing productivity as it guarantees that all employees are aligned with shared objectives (Klinck & Moraka, 2019).

In general, employee engagement is a reliable indicator of employee retention, which refers to the length of time that employees stay with a company. Radley (2022) defines employee engagement as a measure of the overall satisfaction and success of an individual's work life. Enhanced employee engagement results in reduced absenteeism, decreased attrition, and increased efforts and productivity (Mayo & Scott-Jackson, 2018). Hence, a company's retention strategy has a direct and measurable impact on the total level of engagement. An essential component of the learning and development evaluation technique proposed by Kaplan and Norton in 1996 is the retention and

engagement of workers. This aspect is further elaborated upon in the following explanation.

Oktanofa, Arliawan, and Gustomo (2022) conducted a study to determine the factors that influence employee engagement in the workplace. They used three engagement models, namely the Gallup Q12, the Aon-Hewitt Employee Engagement Driver, and the Deloitte Simply Irresistible Organization model. The identified drivers were the need for basic requirements, the nature of the activity, the necessity for cooperation, the opportunity of development, and the significance of responding rapidly to changing conditions. As per a US-based firm specializing in experience management (Qualtrics, 2019), engagement surveys assist businesses in assessing employees' commitment, enthusiasm, loyalty, and contentment in their work, as well as their intentions to stay with the company and the extent to which they perceive their contributions as significant. The provided engagement survey included several aspects, including collaboration, empowerment in decision-making, trust in management, responsiveness to feedback, transparent and sincere communication, attainment of professional goals, and overall job satisfaction.

In the context of this study, understanding how the dealership fosters these aspects through its development programs is crucial. By meeting employees' needs for meaningfulness, safety, and availability (Kahn, 1990 as cited in Rathee & Sharma, 2020), the dealership can cultivate a more engaged workforce. This, in turn, can lead to improved productivity, reduced turnover, and ultimately, a more successful organization (Dahal, 2022; Radley, 2022).

### ***Employee Engagement vis-à-vis Job Performance***

Employee engagement, a concept capturing an employee's dedication, enthusiasm, and investment in their work (Sun & Bunchapattanasakda, 2019), has become a central theme in modern human resource management. Research consistently highlights its positive association with various organizational outcomes, including job performance (Rosdi, Alias, & Ismail, 2020). The

subsequent discussion explores this well-established link and its specific relevance to the present study.

Employee engagement is a complex construct with various interpretations. As earlier stated, there are two main perspectives on employee engagement. One view considers it a single concept that includes thoughts, feelings, and actions. The other view sees it as having multiple aspects, such as a positive attitude, dedication, and avoiding burnout. While there's no single agreed-upon definition, a model by Kahn (1990 as cited in Rathee & Sharma, 2020) provides helpful insights. It proposes that employees are more engaged when three psychological needs such as, meaningfulness, safety, and availability, are met.

Several studies support the positive correlation between employee engagement and job performance. Engaged employees tend to be more productive (Dahal, 2022), display lower absenteeism (Radley, 2022), and exhibit greater customer service orientation (Rosdi, Alias, & Ismail, 2020). This can be attributed to various factors. Engaged employees are more likely to go the extra mile, take initiative, and solve problems creatively (Mayo & Scott-Jackson, 2018). Additionally, a strong sense of engagement fosters a positive work environment, leading to improved collaboration and communication within teams (Klinck & Moraka, 2019).

The current study focuses on employee engagement and job performance within a top auto dealership company. Understanding how the dealership's employee development programs influence engagement and performance is crucial. Relative to Kahn's 1990 model, these programs can address the psychological needs through different approaches. In terms of meaningfulness, providing opportunities for growth and development and allowing employees to see career paths and the value their work can contribute to the company's success. In matters of safety, the company can pursue endeavors that create a culture of open communication and psychological safety where employees feel comfortable in providing feedback and expressing themselves freely. Relatively, in

the aspect of availability, companies may offer work-life balance programs and fostering a supportive work environment that reduces stress and allows employees to bring their best selves to work.

### ***Employee Demographics vis-à-vis Demographics***

Understanding employee engagement is crucial for maximizing performance within the auto dealership industry. While a strong positive correlation exists between engagement and job success (Rosdi, Alias, & Ismail, 2020), the way employees experience engagement can vary based on various demographic factors. This succeeding discussion explores the relationship between employee engagement and demographics (age, sex, marital status, education, tenure, and job role) within the context of a study examining an auto dealership's employee development strategy.

**Age:** Studies suggest a potential link between age and engagement. Some research indicates that older employees might exhibit higher dedication due to established routines and a sense of responsibility (Do & Pham, 2024). However, others highlight the importance of development opportunities for younger employees, particularly Generation Zs, seeking career advancement (Acheampong, 2021). Therefore, in the context of this study, the dealership's development programs should cater to these diverse needs, offering mentorship opportunities for younger employees and skill-refinement programs for seasoned staff.

**Sex:** Research findings on the relationship between sex and engagement are mixed. While some studies report no significant difference based on gender (Kismono & Hanggarawati, 2022; Mahboubi et al., 2015 as cited in Lateef, Mohamed, & Hossny, 2021), others suggest potential variations depending on industry and work environment. Thus, the present study explores employee perceptions of whether the development programs address gender-specific needs or challenges within the industry.

**Marital Status:** The link between marital status and engagement is also debated. Some studies suggest married employees experience higher job

satisfaction (Inayat & Jahanzeb Khan, 2021), potentially due to a stronger support system. However, the demands of work-life balance might influence engagement for both married and single employees. Hence, the study investigates on how development programs address work-life balance concerns for employees across marital statuses.

**Education:** Higher education levels can be associated with increased job satisfaction and motivation (Solomon, Nikolaev, & Shepherd, 2021). Thus, in developing learning and growth initiatives, educational backgrounds of employees should be considered, offering targeted training opportunities for those with varying levels of formal education.

**Tenure:** The length of service within a company, can also influence engagement. In Eviana (2024), it was explained that extended periods of employment allow people to have a deeper understanding of organizational management and cultivate robust connections with leaders and colleagues, thereby boosting their level of engagement. Therefore, the dealership's study explores how development programs cater to both onboarding needs for new hires and ongoing skill development for seasoned employees.

**Job Role:** Different roles within the dealership (sales, service, management) likely have unique engagement drivers (Loring, 2021). Sales roles might emphasize commission structures and goal achievement, while service roles might prioritize customer satisfaction and technical expertise. Hence, organizations particularly in sales can offer programs that are tailored to the specific needs and motivations associated with each job role.

By examining employee perspectives, the study can gain valuable insights into how effectively these programs address engagement across different demographics. Employee demographics play a significant role in shaping employee engagement. Hence, the auto dealership study, through its focus on employee perceptions, has the potential to reveal valuable insights into how development programs can be tailored to address the specific needs of a diverse workforce. This, in

turn, can lead to a more engaged and high-performing dealership environment.

### **Methods:**

#### **Research Design:**

This study employs a quantitative research design to investigate the relationship between employee engagement and job performance within the auto dealership industry. Quantitative methods, as defined by Patricia Leavy (2022), offer a structured approach that emphasizes breadth, statistical description, and generalizability – elements that are crucial for exploring this relationship.

The study used a deductive research approach to examine a particular hypothesis: that employee engagement has a beneficial effect on job performance. The "top-down process" (Fallon, 2016, as cited in Leavy, 2022) entails gathering data via a standardized employees survey. This approach enables the collection of unbiased and accurate assessments of both employee engagement and performance from a substantial number of dealership staff members.

By statistically analyzing this quantitative data, the study aims to establish the nexus between employee engagement and job performance. Ultimately, the analyzed data were translated to actionable recommendations for dealerships that is aimed to provide practical guidance on how the company can cultivate a more engaged workforce, leading to improved performance and overall success.

#### **Data Gathering Procedure:**

The study followed a procedure for data gathering since it used a quantitative technique to investigate the link between dealership employees' levels of work satisfaction and their productivity on the job. The research instrument underwent pilot testing with the participation of 19 individuals. The survey questionnaire also underwent reliability analysis using Cronbach Alpha, and the  $\alpha$  coefficient values for all sections of the questionnaire surpassed 0.9, indicating that the included question items were deemed acceptable.

The survey respondents were sourced from a total of seventy-two (72) dealerships situated in various cities and municipalities around the Philippines. In addition to their roles as team members or line managers at the auto dealership organization, they were chosen based on their full-time employment for a minimum duration of one (1) year. Through simple random sample calculation, it was determined that the study required 351 participants to complete the survey.

Following the selection of the sample, the survey was given to the intended participants after obtaining their informed consent. Collaboration with the dealership management was sought to disseminate the links to the questionnaire, which was converted to Google forms for a more efficient distribution and collection process.

#### **Research Instrument:**

This research study utilized a survey questionnaire consisting of three segments: (1) demographics, (2) employee engagement level, and (3) extent of effect of employee engagement to employee performance. The part on demographics is composed of questions regarding sex, age, educational attainment, marital status, tenure, and job role. The second segment includes indicators derived from the many factors that promote employee engagement, as outlined by Oktanofa, Arliawan, and Gustomo (2022), and the employee engagement survey guide provided by Qualtrics (2019). The last part relates to the extent of effect of employee engagement to participant's performance based on learning and growth framework of Kaplan and Norton (1996 as cited in Utomo, Machmuddah, & Setiawanta, 2019) that captures varying aspects of employee engagement, such as, enthusiasm and positive attitude, sense of belonging and teamwork, feeling valued and appreciated, alignment with company goals and purpose, and job enjoyment.

#### **Data Analysis:**

The study employed statistical methods employed to analyze the gathered data on employee's perception on employee engagement and job performance. To understand the diverse workforce,

**frequency and percentage distribution** was used to analyze the distribution of respondents across various demographic categories such as age, sex, marital status, educational attainment, tenure, and job role. By calculating the frequency and percentage of respondents in each category, the study was able to gain a comprehensive understanding of the sample’s composition.

In terms of quantifying engagement and performance, as well as examine variations,

weighted mean and standard deviation were employed. To assess the overall level of employee engagement and its perceived impact on job performance, **weighted mean** was utilized. The method took into account the importance of each response within the data set. The weighted mean will then provide a representative average score for both engagement and its effect on performance. Predefined interpretation scale was used to translate the calculated weighted means into meaningful insights.

Point	Adjectival Rating	Scale Range	Interpretation
4	Strongly Agree	3.26 – 4.00	Very High Level/Extent
3	Agree	2.51 – 3.25	High Level/Extent
2	Disagree	1.76 – 2.50	Low Level/Extent
1	Strongly Disagree	1.00 – 1.75	Very Low Level/Extent

**Standard Deviation**, on the other hand, was used to analyze the variability within the data set as it measures how spread out the responses are relative to the average (weighted mean). A high standard deviation indicates that responses are widely dispersed, while a low standard deviation suggests a more homogenous distribution.

**Results and Discussion:**

**Demographic Profile of Survey Participants:**

The survey participants consist of team members and line managers from auto dealership firms located around the Philippines. The survey has a sample size of 351. The succeeding discussion examines the demographic makeup of the study's participants and explores potential implications for employee engagement.

**Table 1: Study Participants’ Demographic Profile (N=351)**

Variables	N	%
<b>AGE</b>		
20 – 29	124	35%
30 – 39	124	35%
40 – 49	81	23%
50 and above	22	6%
<b>SEX</b>		
Male	174	50%
Female	177	50%

<b>MARITAL STATUS</b>		
Single	187	53%
Married	164	47%
<b>EDUCATIONAL ATTAINMENT</b>		
College/University	335	95%
Masters	14	4%
Doctorate	2	1%
<b>Variables</b>	<b>N</b>	<b>%</b>
<b>LENGTH OF SERVICE/TENURE</b>		
1 - 5 years	206	59%
6 - 10 years	68	19%
11 - 15 years	31	9%
16 - 20 years	20	6%
<b>JOB ROLE</b>		
Team Member	225	64%
Line Manager	126	36%

**Age Distribution:** The survey revealed a predominance of younger workers (20-39 years old) at 70%, potentially indicating a youthful and adaptable workforce. Collet and Legros (2016 as cited in Janse van Rensburg et al., 2019) suggest that younger employees may bring enthusiasm, technological fluency, and a desire for career advancement. However, this age distribution also highlights a potentially smaller pool of experienced personnel (40+ years old). Strategies to retain these skilled employees and leverage their expertise may be beneficial (Mulvie, 2021).

**Gender Representation:** The near-equal distribution of male and female respondents (174 and 177 respectively) suggests progress towards gender parity. This aligns with De Kretser's (2020) observation of a growing emphasis on inclusivity and diverse perspectives in workplaces.

**Marital Status:** The survey found a slightly higher proportion of unmarried employees (187) compared to married employees (164). This may indicate a more mobile and flexible workforce, potentially receptive to opportunities for professional growth (Janse van Rensburg et al., 2019). However, it is important to acknowledge that marital status can have complex influences on work outcomes.

**Tenure:** The majority of respondents (59%) have 1-5 years of tenure, suggesting a sizeable group of newer employees. Lestari and Sinambela (2021) emphasize the importance of development opportunities for such individuals to enhance engagement, retention, and career progression.

**Job Roles:** Team members comprise the largest group (64%), followed by line managers (36%). This highlights the crucial role of team leaders in



fostering a positive work environment, motivating staff, and supporting employee development (Morethe et al., 2020).

Understanding this diverse demographic composition is crucial for fostering employee engagement. By recognizing the strengths and needs of different groups, the dealership can create a comprehensive work environment that caters to individual growth and development. Implementing targeted development programs, as suggested by

Morethe et al. (2020), can be a key strategy to capitalize on talent, address specific needs, and ultimately achieve long-term performance goals.

**Employee Perceptions of Engagement in the Dealership:**

The survey findings about employee engagement within the car dealership company reveal a strong level of dedication, satisfaction, and congruence with organizational objectives among the workers.

**Table 2: Level of Employee Engagement as Perceived by the Participants**

Employee Engagement Indicators		Mean	SD	Level of Employee Engagement
1	Company Pride	3.21	0.43	High
2	Inclusive Environment	3.11	0.50	High
3	Confident Assistance	3.15	0.42	High
4	Goal Alignment	3.26	0.46	Very High
5	Meaningful Work Feedback	3.23	0.48	High
6	Upbeat Atmosphere	3.09	0.48	High
7	Essential Workplace Amenities	3.12	0.46	High
8	Productivity Discussions	3.16	0.48	High
9	Community Commitment	3.25	0.44	High
10	Successful Efforts	3.17	0.45	High
11	Holistic Health Support	3.11	0.51	High
12	Commitment to Success	3.30	0.47	Very High
13	Positive Coworker Relationships	3.23	0.48	High
14	Daily Pleasure	3.17	0.49	High
15	Future Firm Commitment	3.19	0.46	High
<b>Composite Score</b>		<b>3.18</b>	<b>0.47</b>	<b>High</b>

*Note: 1.00 – 1.75: Very Low Level; 1.76 – 2.50: Low Level; 2.51 – 3.25: High Level; 3.26 – 4.00: Very High Level*

The employee engagement level is considered high, as shown by a composite mean score of 3.18 and a standard deviation of 0.47. Employees have a favorable perspective and a strong affiliation with the company's goal and values, as shown by many indications.

Relatively, significant indicators, such as the level of commitment to the company's success and the

degree of support for management's plan, obtain very high scores. This reflects the workers' strong devotion to the organization's success and their alignment with the vision set by the leadership. Such result is aligned with what was maintained in Batool et al. (2023) regarding loyalty and commitment of employees as essential to organization's long-term success.

In addition, metrics associated with community commitment and comprehensive health assistance emphasize the significance of corporate social responsibility and employee well-being. Through showcasing a steadfast dedication to societal issues and endorsing programs that promote employee well-being, the corporation not only improves its standing but also reinforces employee involvement and allegiance. Consistent with Shahi, Thapa, and Thapa (2023), this suggests that workplace elements like constructive job feedback and positive colleague relationships foster a supportive and collaborative work environment. This, in turn, is believed to be a key factor in promoting employee learning, development, and creativity.

Overall, these survey findings emphasize the car dealership company's achievement in cultivating a culture of active involvement, dedication, and collective objective among its personnel. As aligned with the findings from Hauff, Felfe, & Klug (2022), this highlights the importance of employee engagement, retention, and overall organizational performance, particularly within the competitive automotive market. This can be achieved by encouraging alignment with organizational objectives, supporting employee well-being, and establishing a happy work environment.

**Perceived Impact of Engagement on Performance:**

**Table 3: Extent of Effect of Employee Engagement to Performance as Perceived by the Participants**

Effect of Employee Engagement to Employee Performance		Mean	SD	Extent of Effect
1	Positive Job Outlook	3.23	0.44	High
2	Strong Coworker Bond	3.17	0.44	High
3	Contribution Importance	3.15	0.44	High
4	Office Enthusiasm Boost	3.18	0.45	High
5	Mission Motivation	3.18	0.43	High
<b>Composite Score</b>		<b>3.18</b>	<b>0.44</b>	<b>High</b>

*Note: 1.00 – 1.75: Very Low Level; 1.76 – 2.50: Low Level; 2.51 – 3.25: High Level; 3.26 – 4.00: Very High Level*

The survey findings shed light on how employee engagement, characterized by specific aspects, significantly influences performance within the car dealership company. This is reflected in the composite mean score of 3.18, with a standard deviation of 0.44, indicating a substantial positive impact.

The five factors identified as having a high influence on performance paint a clear picture of the key ingredients for fostering engagement. These factors highlight the importance of cultivating a work environment that ignites an optimistic job outlook, sense of belonging and teamwork, fulfilled expectations leading to feeling

valued and appreciated, mission inspiration, office excitement and enjoyment.

These findings support the concept of a learning and growth perspective, where employee happiness, engagement, and performance are interconnected. When employees (Khalid & Boraji, 2024) possess a positive outlook, demonstrate loyalty (future commitment drive), and feel driven by the company's purpose, they are more likely to be more productive (investing greater effort and innovation in their work) and more committed to achieving organizational goals.

The survey results also underscore the importance of specific practices, as highlighted by Agrawal

and Chauhan (2023). Practices, such as clear expectations and positive work environment, foster a culture that fuels engagement. Thus, these practices not only boost employee morale but also lead to enhanced performance and overall organizational effectiveness.

The survey findings undeniably demonstrate the critical role of employee engagement in driving performance within the car dealership. As emphasized by Karneli et al. (2024), prioritizing efforts to create a healthy and stimulating work environment, aligning employees with company goals, and fostering a sense of purpose are key strategies for promoting learning, development, and sustained success in an organization.

### **From Insights to Action: Recommendations for Boosting Engagement:**

Given the survey findings on the demographic profile of the participants, the high level of employee engagement in the auto dealership company, and the substantial positive impact of employee engagement to job performance, the following actionable recommendations are offered to further boost engagement within the organization and further accomplish goals and attain success.

**Development of Targeted Engagement Strategies:** The study revealed a youthful workforce with a significant portion (59%) having 1-5 years of tenure. To cater to this demographic, tailor engagement strategies that appeal to younger workers. This might involve opportunities for professional development, clear career progression paths, and social events that foster a sense of community.

**Investment in Skills Development for All Levels:** While the majority hold college degrees, implementing skills development programs for all employees should still be considered and pursued. This demonstrates the company's commitment to continuous learning and growth, which can be particularly attractive to younger workers seeking career advancement (Lestari & Sinambela, 2021). Additionally, providing skills development opportunities for tenured employees (over 5 years)

can help retain their expertise and ensure they feel valued (Mulvie, 2021).

**Promotion of Work-Life Balance and Well-being:** The study does not directly address work-life balance, but a significant portion of the workforce is single (53%). This could indicate a desire for flexibility. Hence, exploring and implementing flexible work arrangements or remote work options is deemed feasible. Additionally, initiatives that promote employee well-being, such as health and wellness programs or stress-reduction resources can be considered.

**Cultivation of a Culture of Recognition and Appreciation:** A substantial positive impact of employee engagement on job performance was identified. Hence, this result can be further maximized by implementing a system for recognizing and acknowledging employee achievements. This could involve public recognition programs, reward systems, or opportunities for increased responsibility. Feeling valued and appreciated is a key driver of engagement (Agrawal & Chauhan, 2023).

**Alignment of Individual Purpose with Company Mission:** To cultivate a clear sense of purpose and direction within the dealership, helpful endeavors such as communicating the company's mission and goals effectively, and encouraging employees to see how their individual contributions align with the bigger picture, can be introduced and institutionalized. This can be particularly important for younger workers seeking purpose in their work (Khalid & Boraji, 2024).

By applying these actionable recommendations, the auto dealership company may meet the requirements and preferences of its diverse workforce, eventually cultivating a more engaged and high-performing group of employees.

### **Conclusion:**

The research study investigated the relationship between employee engagement and job performance within a leading auto dealership company based on the perspective of its employees. The findings shed light on the demographic

makeup of its workforce, the perceived level of employee engagement, its impact on performance, and ultimately, actionable recommendations for improvement.

In terms of demographic profile, the dealership boasts a relatively young workforce with a large portion (70%) aged 20-39. Gender representation is nearly equal, and the vast majority hold college degrees. These findings suggest a potentially tech-savvy and adaptable workforce. Accordingly, a slight majority of employees are single (53%), potentially indicating a desire for flexibility. Furthermore, the largest group (59%) has a tenure of 1-5 years, highlighting a sizeable cohort of newer employees.

The participants provided their perception regarding the level of employee engagement within the company. The survey revealed a high level of employee engagement, with a composite mean score of 3.18. This indicates that employees within the dealership generally feel motivated, enthusiastic, and committed to their work.

Relatively, the study also identified a substantial positive impact of employee engagement on job performance, suggesting that a more engaged workforce translates to better performance. It also signifies that employees who reported higher levels of engagement also perceived themselves to be performing at a higher level.

Based on these findings, the study recommended several actionable strategies to enhance employee engagement within the auto dealership company. To cultivate a more engaged workforce, the dealership should implement a multi-pronged approach. Recognizing the youthful demographic, the company can design targeted engagement strategies that resonate with this group. Likewise, investing in skill development programs for all employees, regardless of age or tenure, sends a strong message. This demonstrates the company's commitment to continuous learning and growth, which can be highly motivating for all staff. Moreover, offering flexible work arrangements and well-being initiatives can cater to the potential needs for flexibility, particularly among single

employees. Finally, fostering a culture of recognition and appreciation is crucial. Equally important is aligning individual purpose with the company's mission. By implementing these recommendations, the dealership can create a work environment that fosters engagement, capitalizes on the strengths of its diverse workforce, and ultimately drives sustained high performance.

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