

Employee engagement and individual work performance: A study applied in the Cameroonian private sector

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Abstract

This article aims to show the relationship between employee engagement and individual work performance in the private sector in Cameroon. We collected our data with the help of a questionnaire from 485 heads of services and analyzed it with the help of a structural equation. We used engagement dimensions: emotional engagement, cognitive engagement, and behavioral engagement and for the individual employee performance, we used the task performance, the contextual performance, and the adaptive performance for our study. To this end, we used structural equations to analyze the data collected. The results showed a positive and significant relationship between employee engagement and individual work performance. At the end of the analysis, it emerged that employees could possess all three dimensions at once and we termed mixed engagement as well as individual performance dimensions, which was term mixed performance. From our results, some managers have good knowledge of employee engagement practices, some apply it without knowledge. On the part of the employees, the majority of them remain in the organizations either because of their family status, lack of alternative work, or the relationship they have with the organization. This paper is limited to private-sector organizations. To this effect, we recommend the managers of a private organization install and implement employee engagement strategies and value employees as a source of sustainable competitive advantage. This is by communicating the organizational mission to the employees and involving them in the decision making which will motivate them and create opportunities for innovative ideas.

Keywords: Employee, employee engagement, performance, organizational performance, private sector, Cameroon.

JEL Classification: E24, J60

Paper type: Empirical research

Résumé

L'objectif de cet article est de montrer la relation entre l'engagement des salariés et la performance individuelle au travail dans le secteur privé au Cameroun. Nous avons collecté nos données à l'aide d'un questionnaire auprès de 485 chefs de services et les avons analysées à l'aide d'équations structurelles. Nous avons utilisé comme dimensions d'engagement : l'engagement émotionnel, l'engagement cognitif et l'engagement comportemental et pour la performance individuelle des employés, nous avons utilisé la performance à la tâche, la performance contextuelle et la performance adaptative pour notre étude. À cette fin, nous avons utilisé des équations structurelles pour analyser les données recueillies. Les résultats ont montré une relation positive et significative entre l'engagement des employés et la performance individuelle au travail. À la fin de l'analyse, il est apparu que les employés pouvaient posséder les trois dimensions à la fois et nous avons appelé l'engagement mixte ainsi que les dimensions de la performance individuelle, ce qui a été le terme de performance mixte. D'après nos résultats, certains gestionnaires connaissent bien les pratiques d'engagement des employés, certains les appliquent sans le savoir. Pour la part des employés, la majorité d'entre eux restent dans les organisations soit en raison de la situation familiale, du manque de travail alternatif ou de la relation qu'ils entretiennent avec l'organisation. Ce document est limité aux organisations du secteur privé.

À cet effet, nous recommandons aux gestionnaires d'organisations privées d'installer et de mettre en œuvre des stratégies d'engagement des employés et de valoriser les employés comme une source d'avantage concurrentiel durable. Ceci en communiquant la mission organisationnelle aux employés et en les impliquant dans la prise de décision qui les motivera et créera des opportunités d'idées innovantes.

Mots clés : employé, engagement des employés, performance, performance organisationnelle, secteur privé, Cameroun.

JEL Classification : E24, J60

Type de l'article : Recherche appliquée

Introduction

Employee engagement and individual work performance is a two-sided coin concept that in recent years has captured the attention of many researchers and entrepreneurs given their importance for sustaining competitive advantage and achieving organizational goals. This entails paying great attention to how individuals might be most happy through factors such as recognition, involvement in decision-making, job stability, and working conditions. Because a satisfied employee is aware of the specific aims and objectives that must be met, organizations must persuade their employees' satisfaction. One of the most stable and significant challenges for employees is persuading them to execute their best work even in difficult situations, and this may be made possible by gratifying them. One of the most difficult difficulties facing managers in companies is determining how to encourage employees to be content with their work, retain them, and give them all to achieve the organization's goals. It answers questions like why do managers or workers go to work and perform a good job?

Employees with a zeal for high performance will show an improved level of engagement (Ranas, Pant, D., & Chopra P. 2019). The concept of employee engagement in today's time has gained high importance, due to its influence on employee performance and well-being at the place of work. In ever-rising competition and challenge for success, the physical, emotional, and mental well-being of employees is a matter of high concern for HR practitioners and managers. For an organization to achieve a sustainable competitive advantage, it has to value its employees who are a unique, in-imitated and non-transferrable asset. Smith, (2020), states that employee engagement may be crucial to the success of a firm due to its ties to work satisfaction and staff morale, particularly during a pandemic. Employee engagement refers to the intellectual and emotional connection, passion, and experiences of an employee in their organization. Employee engagement can drive innovation, and bottom-line performance, and can reduce turnover among employees (Ryba, 2020). Furthermore, literature has stated that an organization with high employee engagement will achieve higher productivity, sales, profit, and earnings per share (EPS) and has a quicker recovery speed after financial outbreaks (Chanana & Sangeeta, 2020). Robertson-Smith, Markwick & Armir, and Buckley (2009), stated that various studies on engagement have developed the effect of employees' attitudes, absence, and turnover levels that links with productivity that is pointing towards the increase to a high correlation with organization performance, group, and individual.

Small and medium enterprises (SMEs) in Africa struggle to survive and grow into large firms, largely due to financial constraints (AfDB, 2019). Even so, SMEs are considered the backbone of African economies, since they represent about 90 percent of all private businesses and account for more than 60 percent of employment in most African countries (ITC, 2018).

Cameroon as an African country hoping for its emergence by 2035, and with private organizations as the engine for economic growth, job creation, and sustainable development especially during the economic and pandemic crisis, need to pay great attention to its human capital to achieve its objective.

1. Literature review

Employee engagement was introduced by William A. Khan in the 90s in his article "Psychological Conditions of personnel engagement and Disengagement", and since then there have been several different approaches to defining the employee engagement theory. To Khan, employee engagement is the "*harnessing of organizational members' selves to their work roles*", explaining that "*people employ and express themselves physically, cognitively, and emotionally during role performances*". Allen (2014), thinks that employee engagement is the emotional

commitment employees feel towards their organization and the actions they take to ensure the organization's success; engaged employees demonstrate care, dedication, enthusiasm accountability, and results in focus. Kassim and Turner (2020) consider employee engagement as proactive behavior in the workplace and toward the organization brought about by a combination of motivated, emotionally attached employees.

Employee engagement is now a popular enough term that it has become a buzzword in the HR circle. Though it has not been denied the fact that now more than ever, employees aspire to achieve a good work-life balance that allows them to have a life outside of work. Note should be taken that it is a stark contrast to early depictions of work-life balance where employees were expected to go above and beyond call without any thought of reward or rest. While it was important for people to be good at their work, it was not important for them to be happy at their work or even stay engaged. Today, not only employees should be engaged and happy, organizations aspire to sustainable competitive advantage and this is only thanks to an employee engagement strategy that will improve their performance leading to high organizational outcomes.

While organizations look for sustainable competitive advantage and employees as the source of achieving it, their individual work performance becomes a priority for the seek of organizational performance. The definition of employee engagement as defined by Schaufeli & Bakker (2006) as 'a distinct and unique construct that consists of emotional, cognitive and behavioral components that are associated within individual role performance' calls for our attention in this article. Though various definitions of employee engagement exist, some common elements can be identified to understand the philosophy behind it. Such as passion and commitment to one's work, the percentage of their investment in work cognitively, emotionally and physically or behaviorally, employee's enthusiasm for work, employee's involvement with work, and so on. The question is to know for what reason? That is where performance comes to play.

Performance is a term that is used in different domains to evaluate the outcome of income. In an organization, performance is always indicated by financial scales non-monetary, sales, market share, and profit methods such as commitment and efficiency of employees, organizations' productivity, employees' satisfaction, quality of service, and innovativeness (Al Damoe 2012). In today's complex, dynamic, and competitive world, organizations especially private, are called to consider human capital for a sustainable competitive advantage. Malaolu and Ogbuabor (2013) observe that labor-force development is very important for manpower efficiency and organization performance based on the idea that formal education does not offer adequate manpower skills to the employer. They further note that few individuals might have attained abilities, skills, competencies, and knowledge needed for specific job undertakings and also make an important influence to organizational performance. This is possible through employees' work performance.

Leiter and Bakker (2010), studied and found work engagement has far-reaching implications for employees' performance because the energy and focus inherent in work engagement allow employees to bring their full potential to the job. This energetic focus enhances the quality of their core work responsibilities. These points of view lead to the reflection on the role played by employee engagement in individual work performance for the attainment of the overall performance of the organization. Therefore, our central question is what is the influence of employee engagement on individual performance in the Cameroonian private sector? The objective is to test the influence of employee engagement on individual work performance. To provide an answer to this doubt, we will in the first place present the synthesis of the literature that will permit us to formulate the hypothesis, then the methodology and the results of the study. We will conclude our study with scientific and managerial implications and recommendations.

Employee engagement and individual work performance: a theoretical approach

The war of getting the right talent is escalating and organizations should quickly learn the importance of having the right people as part of their workforce. Additionally, the value of having the right skillful talent makes one's organization different from others due to the quality of manpower. The importance of human resources in the organization as the engine for its success is shown in the Resource Based Theory with Jay Barney (1990s). Barney did not perceive employees as a pure cost factor but rather as a resource that should be employed and exploited by the firm to increase value and generate competitive advantage. Employees often look at risk versus reward analysis before engaging, which shows the exchange obligation between the employer and the employee. This is seen through the lens of social exchange theory developed by George Homans (1958), that finding ways to increase employee engagement will provide reciprocal benefits for both employees and employers (Cropanzano & Mitchell, 2005; Shuck et al., 2014). Additionally, the expectancy theory of Vroom (1964) emphasizes the connection between effort, rewards, and goals. Employees are motivated to work and contribute when they believe they'll achieve a positive outcome and be rewarded for their efforts. In the course of comparing effort, rewards, and goals, workers will try to modify aspects of their work environment or themselves to increase the correspondence between their abilities and job requirements, i.e. demands–abilities (D-A) fit, thanks to the theory of work adjustment (TWA) (Dawis and Lofquist, 1984).

While employee engagement is the mental and emotional investment in their work and in contributing to their employer's success, Mone and London (2018) state that this domain could be one of the key drives in fostering a high level of employee performance. Turner (2020), stresses that it is difficult for organizations to measure engagement since most lowly engaged employees do not display unpleasant and antagonistic behavior. Contrarily, Sun & Bunchapattanasakda, (2019), state that employees with high-performance levels are more engaged, and productive and create more business potential. This will be possible only if managers look into the intrinsic feelings of their employees as stated by Schaufeli & Bakker (2006) as a distinct and unique construct that consists of emotional, cognitive, and behavioral components that are associated with individual role performance'

The relationship between the employer and employee today calls for concern as it is shown to generate sustainable competitive advantage through employee performance. It should be noted that the relationship between literature and the theoretical view is significant and the results will determine whether it is a positive or negative influence.

Based on the above we generated the following hypotheses:

H1: Mixed engagement will significantly influence individual work performance in an organization.

This hypothesis is divided into three sub-hypotheses:

H1.1 mixed engagement influences the individual mixed performance

H1.2 mixed engagement influences the individual adaptive performance

H1.3 mixed engagement influences individual task performance

Bano, Vyas, and Gupta (2015), found that individuals who perceive that their organizations support their work are likely to be more committed to their work, with fewer withdrawal behaviors such as turnover and absenteeism. Levitats and Vigoda-Gadot (2020), in their study, found that emotions have positive effects on employees' work engagement with civil servants in terms of social responsibility toward the social community, engagement towards the organization, and organizational citizenship behavior toward individuals. Saks (2006) posited that when an organization fulfills all obligations agreed upon in the contract, employees may recompense the organization by expressing their loyalty to the company and this is by engaging themselves emotionally. Bakker & Demerouti (2008) also pointed out that employees who are actively involved in their jobs tend to have positive feelings and cognitions from an emotional

perspective because they feel they hold within the organization. We draw from theory and past research to argue that employees' emotions will influence work engagement which in turn will affect their work performance and the overall performance of the organization and hypothesize as follows:

H2: Emotional engagement has a significant influence on individual performance in an organization.

Unlike our H1, our H2 was equally divided into three sub-hypotheses as follows:

H2.1 emotional engagement influences employee mixed performance

H2.2 emotional engagement influences employee adaptive performance

H2.3 emotional engagement influences individual task performance

The cognitive engagement (CE) dimension of job engagement is based on employees' beliefs about organizational factors and conditions (Pepra-Mensah & Kyeremeh, 2018). Kuok & Taormina (2017), in their study, found that employees who are cognitively engaged tend to have positive thoughts and attitudes toward their work. In affirmation, Hernandez and Guarana (2018) state that job engagement is not only determined by employees' understanding of their job requirements but is also influenced by their anticipation of opportunities within the work environment. Zehir et al., (2017) argue that CE has a positive effect on performance. In addition to that, Knoll and Redman (2016) submit that employees who are cognitively engaged tend to focus more on their work tasks contrary to their disengaged counterparts. In a study involving teachers, Adil and Khan (2020) found that CE had a positive relationship with teacher performance but that the relationship is weakened by occupational stress. Comparably, while investigating the role of employee engagement in organizational effectiveness, Singh and Singh (2021) found that CE was a strong predictor of productivity. The following hypothesis was formulated:

H3: Cognitive engagement has a significant impact on employee individual performance in an organization. It was sub-divided into three sub-hypotheses

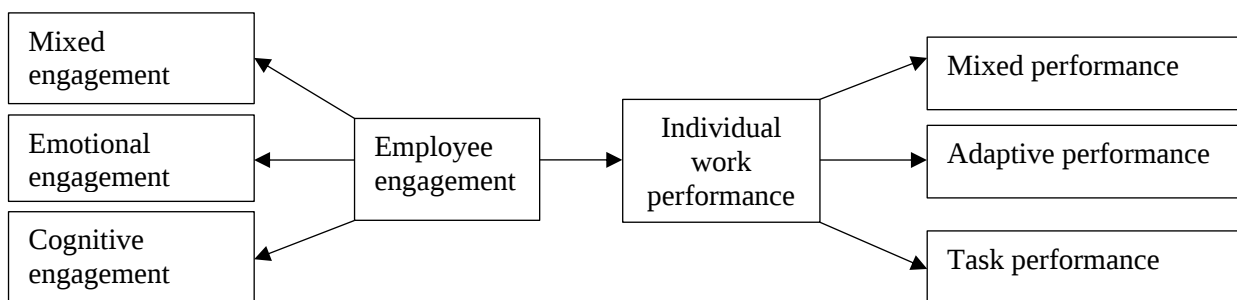
H3.1 cognitive engagement influence on employee mixed performance

H3.2 cognitive engagement has an influence on employee adaptive performance

H3.3 cognitive engagement has an Influence on employee task Performance

This hypothesis led us to build the theoretical model below

Figure 1: Theoretical model



Source: Authors

2. Methodology

2.1 Data collection and statistical tool

A survey was conducted employing a questionnaire with 485 heads of services in the private sector in four regions of Cameroon (Littoral, East, South-West, and North-West). These firms are of different sizes (large, small, medium, and very small). The sampling technique used is the random sample because the heads of services to whom we administer the questionnaire are selected according to the only opportunities that will present themselves to us. To analyze the

collected data, we used the structural equations therefore the objective is to propose an a priori model which is based on a set of relations hypothetical relationships between latent and manifest variables with a causal structure. They are more advantageous compared to the various traditional analysis methods (in particular the simple and multiple regressions, simple correlation tests, and canonical analyses) because they allow the estimation of errors, the simultaneous processing of linear equations, and the evaluation of the quality of adjustment of the model at the level of the cross-sectional analyzes and longitudinal (Hulland et al., 1996; Steenkamp and Baumgartner, 2000; Roussel et al., 2002).

2.2 The sample size

Taking into account the constraints related to the use of structural equation models, we retained in the pre-test phase a sample of 20 individuals. This pretest has to guarantee the reduction, or even the absence of bias, and thus consolidate the formulation of these questions and their sequence. Table 1 below gives an overview of the constitution of the size of our sample.

Table 1: Constitution of the final sample size

Regions	Administered	Collected	Exploited	Unexploited	Response rate
North West	100	54	48	6	48%
South West	120	118	114	4	95%
East	180	158	154	4	85.6%
Littoral	200	174	169	5	84.5%
Total	600	504	485	18	80.8%

Source: the authors

2.3 Scale for measuring EE and IWP

To measure employee engagement, we considered the definition of employee engagement by Schaufeli and Bakker (2006), we used three measurement items: behavioral engagement, emotional engagement, and cognitive engagement. These items result from the five Likert scale questionnaires adopted and modified by Allen and Meyer 1990; Durham, Grube & Castaneda 1994).

As for individual work performance, we considered the definition by Ones D. (2003); Koopmans L & al. (2011), and Pulakos (2000) three items were used: contextual performance, adaptive performance, and task performance. the items were measured with a five-Likert scale questionnaire adopted and modified from Gerbing, & Anderson (1988); Nunnally, & Berstein (1994). This seems more suited to our study since it allows us to avoid the long-standing confusion between performance.

3. Research results

We start this article's results with the various factorial analysis that helped us to reduce the number of indicators by identifying the items par excellence of our various main variables. Afterward, we present and interpret the empirical model we came out with.

3.1 Factorial analysis

3.1.1 Factorial structure of employee engagement

All the anti-image correlations of employees' engagement are satisfactory, i.e. greater than 0.5 (between 0.536 and 0.936). The community of variables that make up the factor is satisfactory with a minimum of 0.536. The best factor structure after 3 iterations looks like this (see Table 2 below)

Table 2: PCA analysis and reliability test of employee engagement measurement scale.

Number of retained items at the end of EFA	Communalities	components		
		Menga	Eengal	Cenga
Emotional engagement1	,939	,941		
Behavioral engagement5	,936	,929		
Cognitive engagement9	,913	,929		
Behavioral engagement1	,859	,916		
Cognitive engagement6	,898	,901		
Behavioral engagement3	,812	,887		
Emotional engagement2	,820		,892	
Emotional engagement14	,763		,825	
Emotional engagement9	,709		,819	
Cognitive engagement3	,812			,987
Cognitive engagement8	,913			,985
Alpha cronbach beh 0.967		KMO 0.847		
Alpha cronbach emo 0.810		Bartlett test meaning : 0,000*		
Alpha cronbach cog 0.991		Total variance explains 87,457		

Source: Researchers from results

The results obtained here allow us to observe that for the employee engagement variable, the ACP has retained 3 factors. The first factor is the employee behavioral engagement; the second factor is employee cognitive engagement and the third is employee emotional engagement. The analysis made shows a percentage of information restored by the factorial solution (Total Variance Explained) of 87.457%. It is observed that the correlations of the items with the factors selected are positive. Because of the above, we can conclude that the convergent validity of the measurement scale is accepted.

This factorial structure is generally satisfactory with a KMO index equal to 0.847; Alpha Cronbach behavioral engagement: is 0.967, Alpha Cronbach emotional engagement is 0.810, while Alpha Cronbach cognitive engagement is 0.991. Bartelett's significance is 0.000 less than 0.05. This confirms once again the quality of these results.

3.1.2 Factorial structure of individual work performance variable

Unlike the previous variable (employee engagement), the individual work performance variable, in the table below presents the anti-image matrix, after the first iteration on its diagonal, showing data all greater than 0.05 (they are included between 0.816 and 0.944). The community of variables that make up the factor is satisfactory with a minimum of 0.816. The results from the AFE are presented in the following table:

Table 3: Principal component analysis and reliability test on the performance measurement scale.

Number of retained items at the end of EFA	Communalities	Components		
		Mperf	Aperf	Tperf
Contextual performance5	,927	,839		
Contextual performance1	,913	,824		
Task performance2	,902	,767		
Contextual performance3	,953	,763		
Task performance1	,634	,758		
Contextual performance2	,728	,730		
Contextual performance8	,878	,730		
Contextual performance4	,700	,698		
Task performance5	,708	,669		
Task performance4	,776	,593		
Adaptive performance6	,849		,871	
Adaptive performance1	,841		,802	
Adaptive performance9	,650		,718	
Adaptive performance4	,730		,685	
Adaptive performance5	,609		,615	
Task performance7	,887			,904
Task performance6	,893			,776
Task performance3	,659			,634
Alpha Cronbach cperf 0.967		KMO 0.914		
Alpha Cronbach tperf 0.901		Bartlett test meaning: 0,000*		
Alpha cronbach aperf 0.846		Total variance explains 79,099		

Source: Researcher from results

The findings show that the principal component matrix confirms a three-factor structure (contextual, task, and adaptive performance). This factorial structure is explained to 79.099%. The community of variables that make up the factor is satisfactory with a minimum of 0.609. The KMO index is 0.914, while Cronbach's alpha for contextual performance is 0.967, 901 for task performance, and 0.846 for that adaptive performance, all above the standard of 0.6. These results obtained through the exploratory factorial analysis will be the subject of a confirmatory analysis to retain only the factorial structure, which best fits the data. The results of the confirmatory factor analysis are presented in the next section.

3.1.3 The CFA of the factorial structure of employee engagement

For a variable to be considered as following the normal law, the asymmetry coefficient must be less than 3 in absolute value and the flattening coefficient must also be less than 3 in absolute value. All our observed variables follow a normal distribution because the values of the asymmetry coefficient (Skewness) are between **-0.945 and 0.619**, while those of the flattening coefficient (Kurtosis) are between **-01,051 and 0,804**.

We compare here three models relating to employee engagement: we have the one-dimensional model, the three-dimensional model, and the model resulting from the PCA.

Table 4: Confirmatory factor analysis of the employee engagement measurement scale

	Absolute Indices		Incremental Indices		Parsimony Indices	
	AGFI	RMSEA	TLI	CFI	X2/ddl	AIC
threshold	> 0,90	< 0,80	> 0,90	>0,90	As low as possible	As low as possible
One dimension model	0,240	0,213	0,551	0,582	23,033	9448,328
Three dimension model	0,310	0,209	0,570	0,602	1,273	9015,534
PCA model	0,970	0,050	0,963	0,977	1,273	561,532

Source: Researchers from results

The confirmation of the discriminant validity indicates that no item of the employee engagement explains both this one and at the same time the emotional and cognitive engagement. Therefore, each of these variables deserves to be considered separately. The internal reliability test presents a Joreskog Rho of $\rho = 0.801$ for Menga, 0.693 for Eenga, and 0.891 for Cenga. All these values are far greater than 0.5 indicating that the convergent validity is confirmed.

The mixed engagement presents a convergent validity, so its convergent validity coefficient is 0.506 and > 0.5 . The correlation of mixed engagement with emotional engagement is 0.42 with a square of 0.1764 and is $<$ the convergent validity coefficient (0.506). Therefore, the discriminant validity of mixed engagement is confirmed.

For cognitive engagement, the correlation with mixed engagement is 0.18 with a square of $0.0324 < 0.506$ (convergent validity coefficient). The discriminant validity is also confirmed. About cognitive engagement, the correlation is -0.08 and a square of $0.0064 < 0.526$. The discriminant validity is as well confirmed.

3.1.4 The CFA of the factorial structure for individual work Performance

The skewness coefficients for individual work performance vary between -1.322 and 1.212, while the kurtosis also varies between -1.288 and 2,846. These two coefficients comply well with the standard because they are between -3 and 3. The normality test is satisfactory. We compare three models here: the one-dimensional model, the 3-factor model, and the PCA model.

Table 5: Confirmatory factor analysis of the individual performance measurement scale

	Indices absolut		Indices incrémentaux		Indices de parcimonie	
	AGFI	RMSEA	TLI	CFI	X2/ddl	AIC
thresholds	> 0,90	< 0,80	> 0,90	>0,90	As low as possible	As low as possible
One dimension model	0,751	0,241	0,801	0,828	29,214	10392,783
Three dimension model	0,281	0,237	0,598	0,631	28,287	9933,428
Model from PCA	0,901	0,021	0,980	0,915	27,438	3080,300

Source: Researcher from results

Reliability, convergent validity, and discriminant validity tests allow us to observe that we have a Joreskog rho of 0.825 for mixed performance (Mperf), 0.811 for Adapt perf, and 0.764 for Task perf. All are above the required standard of 0.5. We also note that the values of Joreskog's rho are greater than 0.6, which allows us to conclude that the internal reliability of the variables is confirmed.

About discriminant validity, we will verify that the square of the convergent validity coefficient is greater than the square of the correlation(s) existing between two or more variables. So we have:

For the “mixed performance,” the convergent validity coefficient is 0.705 which is >0.05 . the correlation of mixed performance with adaptive performance is 0.83 and a 0.689 square which is < 0.705 . we, therefore, say that the discriminant validity is confirmed.

For the “task performance,” the correlation with mixed performance is 0.77 with a square of $0.593 < 0.705$ (convergent validity coefficient). The discriminant validity is equally confirmed.

Table 6: Viability and reliability test table for employee engagement and individual work performance

	Rho of joreskog	Rho of convergent validity (CV)	Discriminant validity
Menga	0,801	0,506	Rho VC> 0,1764 and 0.0324
Eenga	0,693	0,526	Rho VC> 0,1764 and 0.0064
Cenga	0,891	0,634	Rho VC> 0,0324 and 0.0064
MPerf	0,825	0,705	Rho VC> 0,6889 and 0.5924
Aperf	0,811	0,692	Rho VC> 0,6889 and 0.4624
Tperf	0,764	0,697	Rho VC> 0,5924 and 0,4624

Source: Researcher from results

The confirmation of the discriminant validity indicates that no item of the individual work performance explains both this one and at the same time the adaptive and task performance. Therefore, each of these variables deserves to be considered separately. The internal reliability test presents a Joreskog Rho of $\rho = 0.825$ for Mperf, 0.811 for Aperf, and 0.764 for Tperf. All these values are far greater than 0.5 indicating that the convergent validity is confirmed.

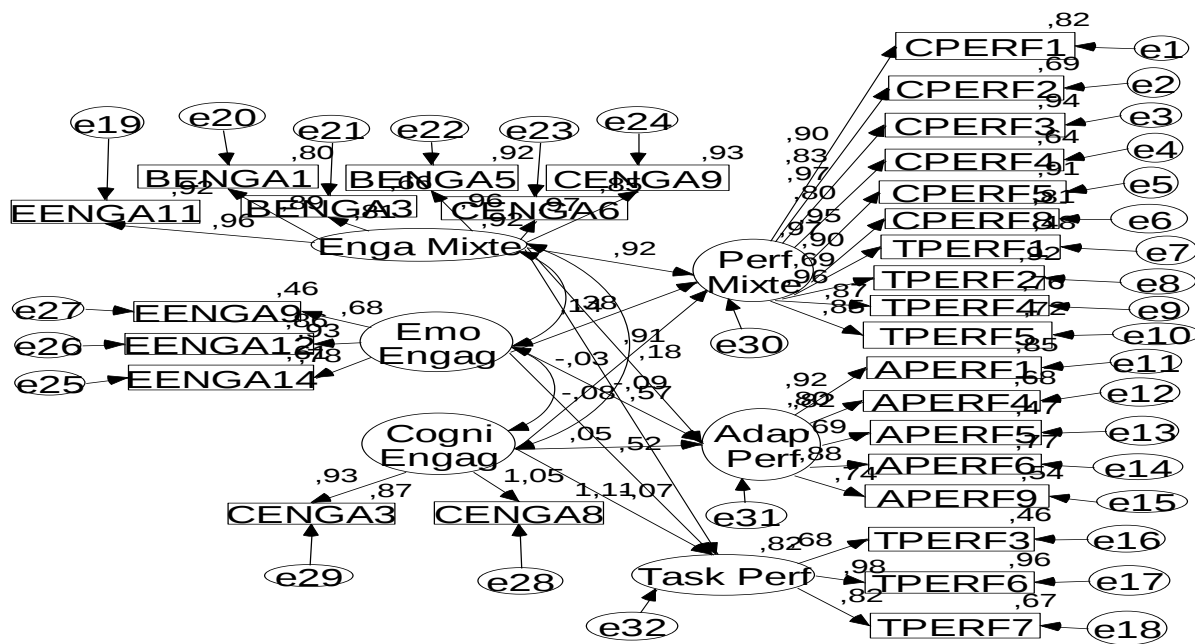
Once the factor analyses have been carried out, it is now appropriate to proceed with the test assumptions. It is important to recall here that the structural equations have this particularity of simultaneously testing a network of relationships between several variables latent. This means that the hypotheses formulated in this study are tested simultaneously in the same structural model.

3.2 Empirical model at the end of CFA

The empirical model obtained at the end of the CFA, allows us to have three independent sub-variables (mixed, cognitive, and behavioral engagement) and three dependent sub-variables of well-being at work (mixed, adaptive, and task performance). We recall once again that after the iterations the dependent variables (contextual was always accompanied by task performance) were merged to form a mixed performance.

The structural model at the end of the CFA or empirical research model as well as the parameters estimated via this model are presented as follows (see Figure 1 below).

Figure 2: Structural model at the end of CFA

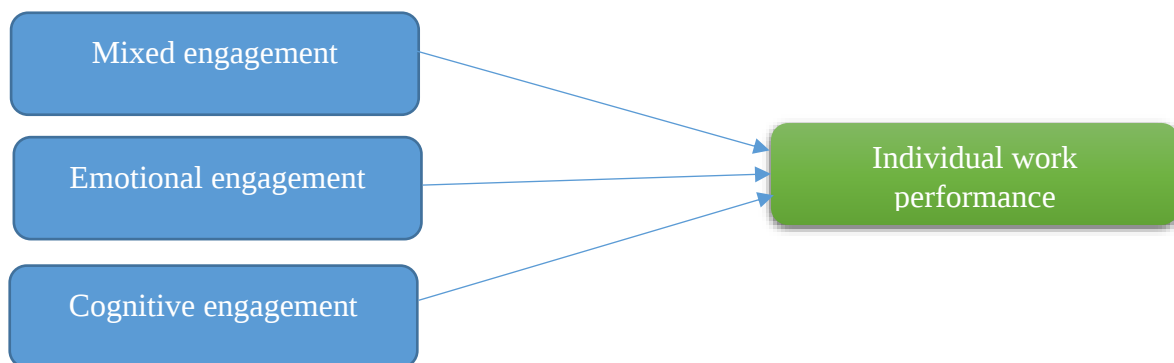


Source: Authors

After interpreting the different good-fit coefficients, we found that almost all major global model fit indices testing the relationship between different variables are satisfied. We will present one after the other the overall interpretation of the different hypotheses.

3.3 Interpretation and discussion of the results of the hypothesis tests

Figure 3: graphical presentation of our variables



Source: Author

Our results demonstrate a positive and significant influence on employee engagement on individual work performance. Taken together, these results indicate that operations managers of the private sector have an interest to know employee engagement strategies to employ and retain talented human resources. This is in line with the study by Anitha J (2014) where working environment, team, and co-worker relationship factors lead towards employee engagement and significantly reflect improvement in employee productivity. Globalization and boundary-less organization have increased competition and accentuated the importance of good employees to organizational success. To compete successfully in the globalizing world, employees' knowledge and skills must be maximized and fully utilized (Whelan & Carcary, 2011; Collings & Mellahi, 2009; Lewis & Heckman, 2006). An important part of this is the identification and deployment of employee capabilities to meet strategic and productivity targets (Nilsson & Ellström, 2012)

and managers must be the orchestrators of effective employee capability. The employee engagement strategy is one and even the most important solution to these challenges. Cameroon as a developing country hoping for its emergence by 2023, with the private sector organizations at the top of the country's economy is a call for concern. Looking at private organizations, the rate at which employees jump from one organization to another shows their rate of dissatisfaction. Following the report aligning Cameroons 2021-2030 national development strategy (NDS30) and the recognition of the need for private sector organizations to be the country's main engine of economic growth, the vision requires a paradigm shift in empowering private sector investors through a solid and strategic employee engagement implementation (IFC, 2022). These organizations function thanks to the contributions of human capital which are supposed to be invested in qualitatively and quantitatively. The HR should therefore be equipped morally and environmentally and socially. Nguyen et al., (2021), in their study also found that EE has a significant positive influence on job performance. employee full engagement will develop in them the willingness to contribute and innovate with passion new ideas and work the extra mile to achieve their performance as well as that of the overall organization.

Table 7: Effect of mixed engagement on Individual work performance

	Estimate	S.E	C.R	P	df
Mperf<-- Menga	0,924	0,029	35,671	0,000	5 %
APerf<-- Menga	0,914	0,025	27,818	0,000	5 %
TPerf <--Menga	0,566	0,021	14,390	0,000	5 %

Source: author from the results

Figure 4: Mixed engagement and individual work performance



Source: Author

The positive and significant relationship between mixed engagement and individual work performance is demonstrated in the Cameroonian private sector. This relationship is rendered possible because employees as the source of sustainable competitive advantage are the primary asset that an organization requires. As an antidote to poor performance, Sundaray (2011) asserts that when efforts are invested in strategies to improve work engagement, organizations tend to reap the rewards of high productivity and profits.

The first authors find that the opposite leads to anxiety and even burnout. This result still seems surprising when we know the results of the work by Ngok Evina (2013) where he deplores the situation of employees treated like machines as well as the elasticity of working hours. Only one could understand that this result is so on firms. Severe unemployment forces employees of firms to see the worst as the best in terms of engagement. When a job is a stepping stone, the employee endures the worst to achieve a short-term goal term that gives him new possibilities to hope for something better on the professional plan. The retained knowledge can prove to give an edge over all competitors (Boisot, 1998; Spender, 1996; Cabrera and Allen, 1999). As such, it is imperative that the organization focuses on engaging their employees more, so that such knowledge is not only created, shared, and transformed but also retained for cost-effective solutions for the organization.

Table 8: Effect of emotional engagement on individual work performance

	Estimate	S.E	C.R	P	df
Mperf<-- Emenga	0,144	0,018	9,5570	0,000	5 %
APerf<-- Emenga	-0,090	0,023	-3,127	0,002	5 %
TPerf <-- Emenga	0,522	0,023	12,425	0,000	5 %

Source: author from the results

Figure 5: Emotional engagement and individual work performance



Source: Author

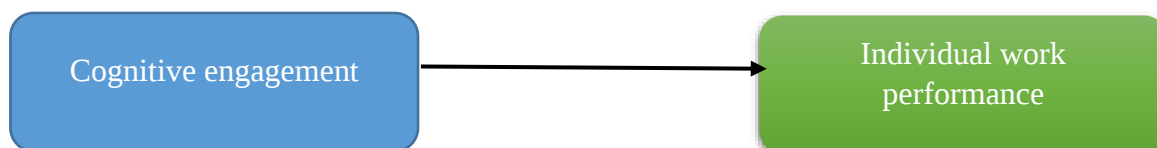
The relationship between emotions and performance is positive and significant as to Levitats and Vigoda-Gadot (2020), who found that emotions have positive effects on employees' work engagement of civil servants in terms of social responsibility towards the social community, engagement towards the organization, and organizational citizenship behavior towards individuals. The influence of emotional engagement is seen in the works of Luu (2019) who found that when employees are positively engaged, they are aware of their work role and are likely to exhibit service-oriented performance. Our results are justified in that many employees in many private organizations in Cameroon move from one organization to the other not only as a result of low salaries but also as a result of workload as stated by Ngok Evina (2014) that Severe unemployment obliges employees in the private sector to consider the worst as the best in terms of their engagement strategy because the Flexible working time in this sector has made employee like machines.

Table 9: Effect of cognitive engagement on individual work performance

	Estimate	S.E	C.R	P	df
Mperf<--Cengage	-0,032	0,011	-2,921	0,003	5 %
APerf<-- Cengag	0,053	0,015	2,423	0,015	5 %
TPerf <-- Cengage	-0,073	0,010	-3,377	0,001	5 %

Source: author from the results

Figure 6: Cognitive engagement and individual work performance



Source: Author

There exists a positive and significant relationship between cognitive engagement and individual work performance. This is confirmed by the works of Fachrunnisa et al. (2022), who posited that employees with a positive attitude towards their work and a clear understanding of their tasks are more engaged, leading to better performance and that collaboration between employees and employers is crucial in problem-solving. They added that perceived organizational support will increase employee performance since they feel an obligation in helping the organization achieve its goals. The definition of work engagement by Shaufeli et al. (2006), is 'an active, positive work-related state characterized by vigor, dedication and absorption', which is a motivational state that drives behavior. When employees believe about the organization is the source of work

engagement, such beliefs will result in a positive attitude towards the organization, motivating them to improve their work engagement.

4. Conclusion

The purpose of this article was to highlight the influence of employee engagement on individual work performance. This concern has led me to ask the central question of this research: How does employee engagement influence individual work performance in the Cameroonian private sector? We agree that employee engagement positively and significantly influences individual work performance. From these results, we summarize the main contributions of this article in three points: theoretically, this study allowed us to take into account the same study of large, small, medium, and very small companies. Understanding the need for a better understanding of employee attitudes and behaviors, we focused on employee engagement strategies to improve individual work performance in an organization, thus helping to conceptualize the “new HRM”. To do this, we used the new scale of employee engagement as well as the positive scale of individual work performance.

The results and conclusions of this work must be interpreted taking into account certain limitations that should be noted. The sample for this study could have been larger by extending the survey to other regions of Cameroon. This would have made it possible to take into account the realities and specificities specific to them. Moreover, only emotional engagement, cognitive engagement, and behavioral engagement. Taking into account variables like compensation, appreciation, and socio-demographic characteristics, leadership could be a source of useful information both for the organizations and for the stakeholders.

The results of this article imply many implications among which the most important seem to be the scientific and the managerial implications.

Scientifically, this piece of work will enrich the literature on employee engagement and individual work performance. Since the value of science is the discovery of valid and generalizable principles that can be applied to work-relevant issues as they become current, the principle of employee engagement influence on individual performance should be translated into a set of guidelines so that it should be applied in private organizations.

This study if applied successfully in organizations and the private sector in particular, especially when employees consider not as machines as was the case, the organization will gain a sustainable competitive advantage through employees’ performance. Managers will equally gain more than before as decisions and actions will be shared with their employees. Any organization that put this piece of work into practice will be able to create a conducive working environment for its employees, thereby benefiting from their innovative ideas and expertise.

The study is applied only in the private sector and so, the generalization should be done with caution. The use of data collection tool was the questionnaire which could have some bias that could be mitigated by using some alternative techniques such as qualitative data techniques. There was no use of moderating or mediating dimensions like demographic elements.

It would be interesting to further study the result of employee engagement and individual work performance concerning working conditions, work environment, or leadership style. The study of moderating variables such as the size of the company, the age of the employees, the level of their training, and seniority could be avenues for future research, a source of useful information for understanding employee behaviors and attitudes in their work environments.

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