



A PROJECT REPORT
ON
THE IMPACT OF EMPLOYEE ENGAGEMENT ON EMPLOYEE PERFORMANCE
AND SATISFACTION IN BANK MUSCAT

By
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Guided by
Festus Odhigu

A project report submitted in partial fulfillment of
the requirements for the award of
Bachelor of Arts (Honors) in Business Administration
(Human Resource Management)



Middle East College
Knowledge Oasis Muscat, Oman

June, 2024

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DECLARATION

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APPROVAL FORM

The project report entitled the impact of employee engagement on employee performance and satisfaction in Bank Muscat submitted by Yahya Bin Ali Bin Mohammed Al Busaidi, 20F20712 is approved in partial fulfillment of the requirements for Bachelor of Arts (Honours) in Business Administration with specialization in Human Resource Management.

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ABSTRACT

Organizations encounter numerous challenges in their operations, with employee participation standing out as a crucial pillar for planning and business expansion. This pillar holds immense significance for the future of the organization, particularly in achieving objectives and maintaining high performance and production levels. Here comes the role of human resources management in organisations in planning and working on this important aspect that is linked to human workers, which is the most important capital in the organisation as it plays a decisive role in determining the fate of organisations. This study covered a discussion of the impact of employee engagement on employee performance and satisfaction at Bank Muscat. In this study, the researcher employed an exploratory descriptive approach, reviewing and examining previous research and literature to draw conclusions about the study's subject. The study population consisted of Bank Muscat and all its branches, with a random sample of 100 employees selected from the bank's various branches across the Sultanate of Oman governorates. In order to ensure the collection of information necessary to complete the study, the researcher used primary sources, namely the questionnaire and interviews. The researcher also used secondary sources, which included a review of previous studies related to the study's subject. After collecting information from the study sample using a questionnaire, the researcher analysed the data using Excel, converting it into tables and graphs through regression analysis, correlation analysis, statistical description, and frequency distribution. This study showed several results, the most important of which is that employee participation has a very positive impact on the performance and satisfaction of employees at Bank Muscat and that there is a positive relationship between employee participation on the one hand and the performance and satisfaction of employees at Bank Muscat on the other hand, and this comes through the incentives that the bank provides to employees. Bank Muscat implements training programmes and fosters effective communication among its employees. The study's findings also demonstrated that Bank Muscat employs a variety of strategies to improve and maintain employee engagement. Given the importance that employee participation has gained, the researcher suggested that Bank Muscat work to enhance and maintain employee participation, invest in employee participation, and use modern technologies to enhance employee participation, enhance interaction and communication between the bank's departments and branches, and honour and motivate employees.

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CHAPTER 1: INTRODUCTION

1.1 Background of the Study

In this project, the researcher will study the impact of employee engagement on employee performance and satisfaction in Bank Muscat. This study is due to the importance of employee engagement in achieving the bank's objectives. The researcher has noticed the significant financial results in the annual performance that Bank Muscat achieves through the bank's financial disclosure, so it is important to find and explain the impact of employee engagement on employee performance and satisfaction in Bank Muscat. Bank Muscat is one of the leading banks in the Sultanate of Oman and has a good reputation among its customers through the advanced banking services it provides, as the number of the bank's employees is approximately 3,800 (Bank Muscat, 2018).

Employee engagement is an important part of all organizations of all types and scopes of work. Employee engagement can be defined as the explicit commitment that an employee makes to the organization in order to help it achieve its goals. This can be observed through employees' thinking, actions, and feelings towards the organization to which they belong (D'Alessandro, 2024).

Employee engagement in an organization can play a crucial role in achieving success as it is significantly and clearly linked to employee morale and satisfaction. Continuous communication with employees is also an important factor that must be focused on in order to achieve and maintain employee engagement. In addition, highly productive and performing employees are more engaged and always have a high level of commitment to the organization's values and goals. Managers and employers must also play a decisive role in improving and increasing employee engagement by providing all necessary resources through the human resources department. The organisation's goals rely on employee engagement, so it's crucial to prioritise employee engagement and allocate programmes that assist employees in fulfilling their responsibilities and tasks to reach the set goals. Also, working on the well-being of employees and improving their satisfaction increases the level of their production and performance, and thus employees will be more involved in achieving the organisation's goals (Smith, 2023).

1.2 Statement of the Research Problem

The problem of the research lies in finding the impact of employee engagement on the performance and satisfaction of employees in Bank Muscat, as employee engagement has a direct impact on the organization's performance and survival, and it is possible that a decrease in employee engagement in the organization may lead to failure and failure to achieve goals. Many companies suffer from low employee engagement, which calls for their senior management and employers to focus on employee engagement by using different methods that motivate employees to interact and engage. The extent of employee engagement may vary from one organization to another, but it must be done to achieve goals, retain employees, and encourage them to belong to the organization and feel important to their employers. This research will delve into the study of the impact of employee engagement on employee performance and satisfaction in Bank Muscat by identifying the challenges and problems facing the bank's employees that affect their engagement, whether problems related to the bank's management's dealings with employees or the incentives that employees lack that make them not want to engage, which reduces their performance and satisfaction.

1.3 Aims and Objectives of the Study

1.3.1 Aims

The aim of this research is to find the impact of employee engagement on employee performance and satisfaction in Bank Muscat.

1.3.2 Research Objectives

1. To evaluate the impact of employee engagement on employee performance and satisfaction in Bank Muscat.
2. To examine the relationship between employee engagement, employee performance, and satisfaction in Bank Muscat.
3. To assess the employee engagement strategies in Bank Muscat.
4. To analyze the factors affecting employee engagement in Bank Muscat.

1.4 Research Questions

1. What are the impacts of employee engagement on employee performance and satisfaction in Bank Muscat?
2. How is the relationship between employee engagement, employee performance, and satisfaction in Bank Muscat?
3. What are the employee engagement strategies in Bank Muscat?
4. What are the factors affecting employee engagement in Bank Muscat?

1.5 Scope of the Study

The field of study will cover the research title, which is the impact of employee engagement on employee performance and satisfaction in Bank Muscat in the Sultanate of Oman. The researcher studies the variables mentioned in the title of the research by collecting data through primary data such as questionnaires and interviews and secondary data such as previous studies to answer the research questions. The study will focus on Bank Muscat and its employees, which is considered one of the leading commercial banks in the Sultanate of Oman. Bank Muscat represents the research population, and the research sample will be selected from Bank Muscat employees of both genders and from different job levels, as well as from various branches of Bank Muscat. The study will take approximately four months, starting in March and ending in June 2024. The researcher will discuss the effects of employee engagement on employee performance and satisfaction, the relationship between employee engagement and employee performance and satisfaction, and the strategies used by Bank Muscat in employee engagement, in addition to discussing the factors affecting employee engagement in Bank Muscat. The researcher will use primary data by interviewing a Bank Muscat employee, and the researcher will also distribute an electronic questionnaire to the research sample of Bank Muscat employees to collect the required data. In addition, the researcher will use secondary data to refer to previous studies related to the research title to collect the information necessary to complete the study and answer the research questions.

1.6 Significance of the Study

This study will provide valuable insights into the importance of employee engagement in companies in general. This study will benefit many stakeholders as stated below:

1.6.1 Researcher

The researcher will benefit from this study in that it will contribute to developing his skills and creative abilities in the art of communication and conversation, improving his relationships with researchers and community members, and enhancing his abilities to contribute to submitting proposals when conducting collective research in the work team. As it will contribute to the researcher gaining in-depth knowledge of the subject of the study, and increasing his research experience.

1.6.2 For the organization

This study will contribute to identifying shortcomings and suggesting improvements that would contribute to improving the performance and satisfaction of employees at Bank Muscat. This study will help Bank Muscat measure the impact of employee engagement on employee performance and satisfaction, and by presenting suggestions and recommendations it will contribute significantly to increasing employee productivity, performance, happiness and satisfaction, and thus achieving the organization's goals.

1.6.3 For the community

The community will benefit from this research in increasing awareness of the importance of employee engagement in organizations, and its significant impact on employee performance and satisfaction, in addition to the negative consequences that may be caused by not engaging employees in the organization and its effects on society.

1.7 Limitation of the Study

It is natural that there are some difficulties and challenges, which can be called limitations of the study. The researcher seeks to achieve the best results that benefit many beneficiaries, the first of whom is the researcher himself by developing his research skills, as well as the chosen company that represents the research population and subsequent researchers who will benefit from the results of this research in their subsequent studies. Therefore, the researcher can summarize the limitations of the study in the following points:

1.7.1 Time limited

The time period specified for this research is a semester of approximately four months, so this period is not sufficient for the researcher, and 6 months may be a good period of time. Time may cause confusion for the researcher, which may cause him to make mistakes due to lack of time. Therefore, the results of the research may not be consistent with the objectives. However, the researcher is required to take some organizational steps in order to complete the study on time.

1.7.2 Research sample

The researcher will distribute an electronic questionnaire to the research sample of Bank Muscat employees, but some employees may not want to participate in solving the questionnaire questions or may participate with information that is not accurate. Therefore, the researcher will face difficulty in achieving the required number for the research sample, and this will affect the research sample. Results.

1.7.3 The scope of the study is limited

The study was limited to only one institution, which is Bank Muscat, and it would have been good to have several institutions working in the same industry within this research to know the extent of the impact of employee participation on the performance and satisfaction of employees in order to enhance the research results and make them more comprehensive and accurate, but Due to time constraints this was not done.

1.8 Operational Definition of the Terms

- **Employee engagement:** The positive attitude that the employee shows towards work in terms of organization and value means that the employee has a high degree of knowledge of the organization's goals and works with his colleagues to achieve the goals and improve performance for the benefit of the organization (Vyas, 2023).
- **Performance:** The type and quantity of work that the employee accomplishes while performing the job and the responsibilities assigned to him by the supervisor (Utin, 2019).

- **Employee performance:** the final result or the amount of performance that the employee reaches during a specific period of time according to the goals and standards that have been determined and agreed upon in advance (Pawirosumarto et al., 2017).
- **Employee satisfaction:** describes the state of employees in terms of the amount of satisfaction and happiness they have in terms of fulfilling their desires and needs at work. The level of employee satisfaction and happiness is reflected in his daily performance of the tasks required of him by the employer (PepoleHUM, 2024).

1.9 Structure of the Research

Chapter	Chapter title	Chapter consists
Chapter 1	Introduction	At the beginning of the introduction, the background of the study, a statement of the research problem, and the aim and objectives of the study will be discussed. After that, the objectives and questions of the research and the scope of the study will be discussed. After that, the researcher moves on to discuss the significance of the study, the limitations of the study, and the definition of terms. At the end of the chapter, the researcher discusses the structure of the research, writing a summary of all the points mentioned in the introduction and making a brief introduction to the second chapter.
Chapter 2	Literature Review	The researcher will discuss previous studies and literature that are related to the research title. The chapter will include an introduction to the subject of the study and a discussion of the concepts of employee engagement, employee performance, and satisfaction. After that, the researcher will discuss the impact of employee engagement on employee performance and satisfaction, the relationship between employee engagement and both employee performance and satisfaction, and employee

		engagement strategies. After that, the researcher moves on to discuss the factors affecting employee engagement, and at the end of the chapter, the researcher will write a brief summary of the second chapter and give a brief overview of the third chapter.
Chapter 3	Research Methodology	The discussion in the third chapter will include the research methodology. The discussion will begin with an introduction, after which the research design, the study population, the technique of selecting the research sample, and the sample size will be addressed. In addition to discussing research instruments and validity and reliability testing, the researcher will also discuss data collection and analysis techniques and legal, ethical, and social considerations. The discussion will end with a summary of the chapter and a brief overview of Chapter 4.
Chapter 4	Data Analysis	The discussion in this chapter begins with an introduction to the techniques used in data collection and analysis. After that, the researcher discusses the data he obtained through the questionnaire and interviews, and it is analyzed using programs related to statistical data analysis. The researcher writes a comment on the data and graphs that show the results of the analysis of the participants' answers to the questionnaire. At the end of the chapter, the researcher summarizes the points discussed and provides a simplified overview of Chapter Five.
Chapter 5	Summary of Findings, Conclusion, and Recommendations	In this chapter, the researcher will present a summary of the most prominent results reached through analyzing the data in Chapter 4. After that,

		<p>the conclusions will be discussed, and recommendations and suggestions will be presented to the selected institution that the researcher chose in his research, which is Bank Muscat, in order to overcome the challenges related to employee engagement. At the end of the chapter, the researcher will present the limits of the research and future research to complement this research.</p>
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Table 1. 1: Research structure

1.10 Summary

In the first chapter, the researcher touched on a comprehensive discussion about the impact of employee engagement on employee performance and satisfaction. It is clear to the researcher from what was discussed above that institutions of all types give great importance to human capital because it is one of the most important decisive factors in the organization's success in achieving the highest performance rates and reaching the set goals. Therefore, organizations focus on employee engagement and, according to the nature of their work, follow special strategies to enhance employee engagement. There are many factors that organizations adopt to increase employee engagement in a positive and sustainable manner. The researcher discussed the background of the study, a statement of the research problem, and the aim and objectives of the study. Then, the objectives and questions of the research and the scope of the study were discussed. After that, the researcher moved on to discuss the significance of the study, the limitations of the study, and the definition of terms. In the second chapter of this research, the researcher will discuss literature and previous studies that are related to the subject of the study to find out all the information surrounding the impact of employee participation on employee performance and satisfaction and the most important findings that researchers, academics, and organizations have reached in their studies to benefit from them and increase the scientific value of this research.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter of the research covers the researcher's survey of studies and publications related to the research title, as well as academic and other researchers' findings about the impact of employee engagement on employee performance and satisfaction. This chapter includes many topics that the researcher discusses, most notably the concepts of employee engagement, employee performance, and employee satisfaction. After that, the researcher discusses the impact of employee engagement on employee performance and satisfaction, as well as the relationship between employee engagement on the one hand and employee performance and satisfaction on the other. The study also covers the strategies and factors that influence employee engagement.

2.2 The concept of employee engagement

According to Eldor et al., (2017) engagement has many definitions, including that members of the organisation harness themselves to achieve their required roles in their work so that, through engagement, they can express themselves physically, cognitively, and emotionally while carrying out their roles within the organization. Psychologically, engagement is defined as the simultaneous expression and use of an employee's preferred self among their peers through behaviours they engage in while performing tasks that enhance their connection to work and their mental and personal presence, encompassing physical, emotional, and cognitive aspects. Employees exert physical energy to ensure the achievement of organisational values over a long and sustainable period, which is known as the physical aspect of engagement. As for the emotional aspect, it is what employees feel about the organisation, as well as the exploitation of employees' emotional energies in meeting the daily requirements of their roles. In terms of the cognitive aspect, it focuses on employees' alertness and attention, as well as their interest in the tasks required of them.

Engagement is a concept concerned with motivation in various dimensions that reflect the amount of emotional, physical, and cognitive energy the employee has through his role in the organisation in which he works. Employee engagement represents the active and satisfactory expression of simultaneous energies that reflect multiple dimensions, which

include the cognitive, emotional, and physical aspects of the employee towards the organisation, so as to bring great benefit to the organisation and the employees. Therefore, organizations are focusing on employee participation because it gives them a competitive advantage, helps employees develop their personal and behavioural skills, and increases their level of commitment (Eldor et al., 2017).

According to Turner et al., (2020) organisations pay a lot of attention to employee engagement, which is represented by the Human Resources Management Department. Because it positively impacts a significant portion of business, operational results, and services, organisations increasingly view employee engagement as a broad organisational context. Definitions of employee engagement cover many aspects, including rational and emotional factors such as satisfaction, enthusiasm, trust, positive attitudes, and empowerment.

According to Budrienė et al., (2020) employee engagement refers to the employee's readiness to assist in completing and achieving a specific job through the basic components of interest, knowledge, and performance provided by the person. The motivation and engagement of workers in all stages and production processes determine employee engagement, leading to increased activity. This will clearly and positively affect business growth and increase efficiency.

2.3 Employee performance

According to Hee et al., (2019) employee performance is defined as the behaviour that an employee follows when performing his job and daily tasks in the organisation in which he works. The employee's performance ultimately achieves the results that the organisation expects to achieve its goals according to the results expected from the employees as a result of their performance and completion of the tasks required of them. It is self-evident that there are rules and systems that regulate the performance of employees to accomplish tasks and duties in accordance with pre-planned goals. Employee performance comes as a result of the effort and capabilities possessed by employees, as well as their awareness of the tasks required of them, the level of training they have obtained, and their experience. It is natural that the performance of distinguished employees will achieve the quality and productivity planned by business owners, and this will achieve the organisation's goals and give it a competitive advantage. In order for the performance of employees in general to be of a high level and achieve the goals of the organisation, it is necessary that the organisation's communication

style with employees reflect the extent of managers' interest in the performance of employees and provide ways that enhance the efficiency and quality of employee performance so that they have the necessary desire to increase productivity and interaction with the work of the organisation.

According to Utin et al., (2019) employee performance is the real and actual performance or actual achievement carried out by the employee within the organization. It refers to the type and quantity of tasks and duties that the employee performs in his job in accordance with the responsibilities assigned to him within the organization. Employee performance is defined as the employee's result and level of success in achieving his tasks and duties during a certain period compared to the standards and objectives specified and agreed upon in advance. An employee's performance can be affected by many factors and influences, such as job satisfaction, capabilities, training, and the size of the reward provided by the organisation, in addition to the employee's personal characteristics (Utin, 2019).

2.4 Employee satisfaction

According to Kurdi et al., (2020) employee satisfaction is defined as the extent to which the employee is satisfied and happy with the benefits, services, and rewards provided to him by the employer and the organization in order to achieve stability for him. Employee satisfaction is very important to organisations because it increases employee productivity, makes them more loyal to the organisation, and increases their interest in the organisation's customers. Many researchers have found that whenever employee satisfaction is positive, it will result in high satisfaction among customers or beneficiaries of the organisation's services and products.

Employees who have a high percentage of employee satisfaction with the organisation are able to provide more services to the organisation, as well as have a greater ability to assume responsibilities and carry out tasks accurately and in record time. Furthermore, the positive feelings of employees who are satisfied with the organisation manifest more prominently in their performance, ability to develop, and positive interactions with customers. The greater the employee satisfaction with the organisation, the more it will contribute to the organisation achieving its goals smoothly and making large profits. Conversely, if employee satisfaction in the organization is low, this will lead to low sales and profits. Therefore, business owners and

managers strive diligently to make employees happier by achieving the highest level of employee satisfaction by providing everything the employee needs according to the capabilities available to them and in accordance with the organization's goals (Kurdi et al., 2020).

According to Saman (2020) employee satisfaction is a form of success that the organisation seeks to achieve through the employee's position in what the organisation provides to him in the form of rewards or services inside or outside the workplace and reflects the employee's happiness or lack thereof. The work environment and the amount of responsibility and work required of the employee also influence his satisfaction, determining whether he is satisfied with what he expects from his manager, colleagues, and employer. An employee's feelings about his salary, colleagues, work environment, promotions, production level, and employers can be used to measure his level of satisfaction. There are many factors that stimulate increased employee satisfaction, but the most important is the compensation that the organization provides to its employees. Compensation plays a positive role in significantly improving employee satisfaction, so organisations place great importance on this aspect (Saman, 2020).

2.5 The impact of employee engagement on employee performance and satisfaction

2.5.1 The impact of employee engagement on employee performance

Sungmala and Verawat (2021) found that employee engagement has a significant impact on the performance of employees in the organization, and it affects the individual performance of the employee. This is evident in the speed of completion of tasks by the employees, and employees who have a greater engagement rate are more committed to achieving the performance required of them without disturbing the production rates planned for their completion, which may exceed the required percentage. In addition, engaged employees are more creative and motivated to carry out their duties and achieve the highest performance rates in their work departments. Employee engagement leads to a high-performance rate, increasing the organization's competitiveness in the industry in which it operates. When the organization achieves a high rate of employee engagement, employees will have the ability to innovate and develop because the organization is interested in their ideas that seek to create a competitive advantage for the organization and increase production and profits. This is considered a clear indication that employee engagement has a decisive impact

on raising employee performance significantly and effectively. According to many studies previously conducted by researchers, it indicates that the growth of the organization increases rapidly when there is employee engagement, and this is one of the effects associated with increasing employee performance.

Increased employee performance drives the organization's profit and production, a consequence of the organization's efforts to enhance and sustain employee engagement. Employee engagement also has an impact on many aspects related to employee performance, such as increasing achievements and contributions to achieving quality and high production, as well as improving satisfaction. Customers. In addition, employee engagement affects employee performance by raising the level of awareness among employees about the context in which the organization operates so that employees are ready to cooperate with their teams in order to improve the level of performance and make them practice behaviors that achieve the highest performance rates (Sungmala & Verawat, 2021).

Employee engagement has a positive impact on performance. To clarify, the organization should prioritize employee engagement by enhancing the work environment, fostering strong relationships between employees and their employers, and encouraging employees to share their suggestions for business development. The higher and more positive the employee engagement in the organization is, the more this will raise the level of employee performance and thus contribute to achieving the organization's goals and achieving the highest production rates. Employee engagement also allows employees to express their problems and concerns about work topics in front of employers and managers, thus facilitating the process of making decisions to correct the course. This will certainly contribute to raising employee performance. Employees encounter technical issues with the equipment, devices, and systems used in production lines. By engaging them, they can propose solutions and innovations that could potentially save the organization significant costs, boost productivity, and enhance employee performance. In addition, some employees need training, and by allowing room for employee engagement, staff members may suggest an appropriate training program for employees, and thus this contributes to raising the performance of employees and the organization in general (Vasani & Pillai, 2019).

2.5.2 The impact of employee engagement on employee satisfaction

Employee engagement affects employee satisfaction when employee engagement plays an important role in improving work relationships between employees on the one hand and employers and managers on the other hand. Promotions also play a role in improving employee participation, thus affecting employee satisfaction and making them happy with what the organisation offers them. Working conditions play an important role in achieving employee engagement and job satisfaction. You find employees promoting the organisation they work for and inviting others to join it, and they do not think about moving to organisations that compete with the organisation they work for because they feel job satisfaction with the incentives, promotions, and services the organisation provides to them that make them happy. This is considered one of the effects of employee participation on job satisfaction, which makes employees more committed and loyal. When an employee is satisfied with their job at the organization, they are more likely to participate, which helps the organization achieve its goals. This is especially true when successful relationships dominate the work environment and the employee receives promotions and incentives that contribute to their continued employee satisfaction (Djoemadi et al., 2019).

Noercahyo et al., (2021) found that employee engagement has a positive impact on job satisfaction by increasing the efficiency of employees' organisational performance to achieve the organisation's goals. The higher the percentage of employees who feel engaged, focused on work, highly motivated to perform daily tasks, and have good dedication, the greater their satisfaction with their work. When the organisation's management effectively implements employee engagement, it leads to increased employee satisfaction and dedication towards achieving the organisation's objectives. This is one of the positive effects of employee engagement on job satisfaction.

2.6 The relationship between employee engagement and employee performance

Bin and Shmailan (2015) stated that there is a positive relationship between employee engagement and employee performance, meaning that the organisation needs to develop employee engagement, which takes time and hard work by employers and managers, through motivation and selection of good employees to join the organisation, continuous communication with employees, appreciating them, and giving them a good space to share

their ideas and crown their efforts. Promotions and equal opportunities among employees. The result of this approach is enthusiasm and a desire on the part of employees to participate in achieving the organisation's goals and thus achieve the highest rates of production and profits. The high level of employee engagement and their adherence to a well-planned strategy, which the organisation and employers have achieved through significant time and financial investment, is evident in their performance, leading to increased productivity and profit for the organization. The relationship between employee engagement and job performance is direct and interconnected, and organisations need both in order to achieve their planned goals. We can assert that a higher level of employee participation leads to increased job performance within the organisation, ultimately resulting in high performance and significant gains. On the other hand, a decrease in employee participation leads to a decrease in job performance, which in turn hinders the achievement of planned performance and production targets. Even if we meet these targets, they won't last unless we correct them.

2.7 The relationship between employee engagement and employee satisfaction

According to Vorina et al., (2017) the relationship between employee engagement and job satisfaction is very positive. Many employees spend a large portion of their day in the organisation in order to achieve the organisation's goals, most of which provide a competitive advantage. Additionally, when an employee achieves job satisfaction through the organisation's moral and material offerings, it manifests in their loyalty and affiliation to the organisation, fostering sincerity in their work and increased interaction with management. The rate of employee participation increases due to the job satisfaction that the organisation has worked to achieve through what it provides to its employees. There is a direct relationship between employee participation and job satisfaction; that is, the greater the employee's job satisfaction, the greater the employee's participation in achieving the organisation's goals.

Employee engagement and job satisfaction have a positive relationship, but sometimes employers neglect or underestimate the importance of job satisfaction. This is because some employers believe that their employees' efficiency is higher than it actually is, and neglecting one of the two elements will harm the positive relationship. Employers and managers in organisations understand and comprehend the positive relationship between employee

engagement and job satisfaction, and their plans are to maintain this relationship for the future of the organisation (Reissova & Papay, 2021).

2.8 The employee engagement strategies

2.8.1 Training employees in order to develop skills and knowledge

Training is considered one of the priorities that employees need to develop their skills and talents so that they are able to keep pace with developments in the work environment. Therefore, organisations must focus on training employees so that they become highly competent and able to carry out their duties. Training opportunities must be available to employees. This motivates them, increases their knowledge, and develops their skills, thus enhancing their effective participation in the organisation and giving them the confidence to speak and express their development proposals at work. Companies grow through the growth of their employees, who are the key to achieving their goals. Paying attention to developing employees' skills and knowledge will make them more willing, enthusiastic, and committed to engagement (McManus & Mosca, 2015).

2.8.2 Setting challenging but achievable goals

According to McManus and Mosca (2015) when setting goals, they must be accurate, even if they are difficult, and managers must explain and clarify those goals to employees in a simple way. When goals are clear to employees, they value achieving them on the ground, even if it is difficult. It is the responsibility of managers to push employees towards the organisation's goals through continuous, hard work. Employees will feel the importance of those goals, so they will carry out their duties appropriately in order to achieve them. The organisation integrates work, ensuring that the specific and precise goals of each employee or department align with the overall objectives of Therefore, when an employee perceives the value of their work and their role in achieving the organisation's goals, they will strive to contribute to the organisation's success. Managers can support employees in achieving difficult goals by pushing them. Therefore, it is important to set goals of a certain difficulty that are commensurate with the individual capabilities of the employees and the general capabilities of the organization. Everyone strives to achieve these goals, and employee participation will contribute to achieving them in a distinguished manner.

2.8.3 Employees surveys

According to Kurshid (2022) taking employee survey by considering the option of two-way communication is best for increasing the employee engagement. The surveys can guide and direct the firms to be familiar with the needs and wants and recommendations from the workers regarding the workplace environment, their complications and issues and other things. Such kind of the surveys make the employees feel heard and value by the business firms that in turn enhance the scale of the productivity and employee engagement. It relies on two-way communication as top-bottom and bottom-top type of communication that keep in touch the employee and also strengthen the employee-employer relationship and enhance the employee engagement as well as the affectionate commitment to the firm from the workers that enhance their talent retention ability of the firm on long term basis.

2.8.4 Motivation and rewards

Ahmeti (2022) highlight that the reward and compensation is the prominent factors along with intrinsic motivation factors for enhancing the employee engagement in the workers. It is mentioned that according to Maslow hierarchy theory, there are five basic needs like physiological, social, self-esteem, self-actualization and security needs and the use of intrinsic and extrinsic factors of motivation can fulfill all such needs and when the employees feel motivated, their work engagement also increases. The study identifies the positive and significant relationship among the motivation and the work engagement and it is mentioned that the employers must make effort for increasing the motivation of the workers for increasing the work engagement of the workers that in turn will also improve the productivity and performance of the workers.

3.8.5 Work recognition

The work recognition and the feedback system can enhance the work engagement of the workers. It is one of the important strategies that can guide and direct the employers for increasing the engagement at the work. The managers must focus on recognizing the effort of the top performers as it will make them more engaged with their work. The feedback system can also assist and direct the workers to get familiarity with the expectations of the management

and then make efforts for meeting the efforts as clarity in goals also enhance the work engagement of the workers (Uysal, 2020).

2.8.6 Career advancement and succession planning

The firms offering career advancement opportunities and the succession planning have high probability of increasing the engagement of the workers at the work. It is examined that the employees are aware of their worth and they like to work in the business firm where the career advancement options are higher and they get more chances for the promotions and work recognition. These efforts may also include the training and development options for the workers and enable the workers to put more efforts and more engagement to their work for increasing the scale of the performance and productivity and achieve the goals and objectives of the firm. In this manner, the employees strengthen their relationship with the employers and also increase their work engagement and commitment to work (Islam, 2021).

2.9 The factors affecting employee engagement

2.9.1 Work environment

The work environment is one of the prominent factors linked to employee engagement and the different workers are now working remotely, the work environment is considered important and it is more than a physical workplace and it focus on different attributes like “atmosphere, climate and culture, attitude and leaders’ style in firm, digital work environment and the worker’s behavior and attitude in firm”. The author highlight that these factors work in association with employee engagement and can influence the workers in favorable or unfavorable manner. The workers move to work and tend to soak up the atmosphere like a sponge and they may be unfamiliar as how the specific culture and its values and the response of the leaders along with other factors influencing their behavior and expectations at work and it can be complicated to stay encouraged and engaged when the workers is not doing the same (Dan, 2017).

2.9.2 Career advancement

Kayode (2017) describe that the career advancement opportunities have direct link with the firm’s ability to engage the workers. The talented workers prefer to join the firms that can give them a career path and they desire to know about the number of years for getting promoted

to high ranks and the other career advancement procedures. In case the modern employees feel bored with the present job, the probability is high for getting new job. In order to enhance their level of engagement at the job, the employers keep the career advancement as preference and it is not too early for elaborating the job promotion potentials with the candidates and it is normally the component of the interview procedure.

2.9.3 Job satisfaction

According to Perez (2021) the job satisfaction is the important and crucial factor influencing the employee engagement and in case the workers do not feel satisfied at their job, it is complicated for them to feel engaged with their work and this factor impact their routines and also influence the firm itself, the firm's leadership, co-workers and the workplace". The other factors influencing the job satisfaction like the compensation scale, benefits and opportunities for the advancement. The workers can work in stressful environment, but if they are not compensated in fair manner and they are not getting all the benefits fit to the position, they may feel less engaged and less satisfied with their job and it may make them to search for other options for the job. Rankovic (2020) highlight that in 2008, the Google face the high employee turnover issue in the firm and the detailed analysis of the exit interviews shows that low work engagement is the factor behind the exit of the employees as they feel less satisfied and less motivated at their work and this make the employers and managers to design the strategies for enhancing the work engagement.

2.9.4 Meaningful work and clear goals

The workers who identify their work meaningful will pay more attention and feel more engaged when they are on the job and it is not possible for each firm to consider meaningful work for the workers. It is possible for the employers for improving the scale of worker satisfaction and engagement by considering the concrete steps for introducing meaning to their job by considering specific steps as demonstrating the workers as how their job leads to favorable influence on the firm's clients, sometimes more career growth options like career counselling and mentorship options on job and the advancement of training options for the workers. Each worker who can determine their work meaningful will have high probability of

engagement in the work and the workers will feel more committed to employer for the long-term basis that direct in managing the engagement and motivation (Tambunan, 2019).

2.10 Theoretical framework of employee engagement

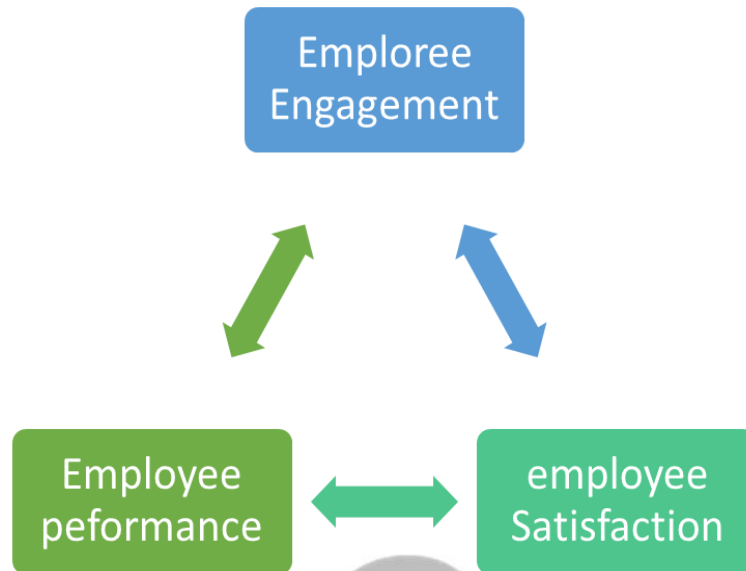


Figure 2. 1: Theoretical framework of employee engagement

2.11 Summary

In this chapter, the researcher conducted a comprehensive survey of previous studies and literature conducted by other researchers and academics, focusing on the most important findings they reached in their studies about the impact of employee engagement on employee performance and satisfaction. The researcher discussed the following topics: the concept of employee engagement, employee performance, employee satisfaction, the impact of employee engagement on employee performance and satisfaction, the relationship between employee engagement and employee performance, employee engagement strategies, and the factors influencing employee engagement. In the third chapter, the researcher will delve into the research methodology, including the methods for data collection and analysis, the research design, the study population, the selection and size of the research sample, the examination of research tools, and the testing of validity and reliability.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

Researchers and academics use a variety of research methodologies in their various studies, and they choose these methodologies based on the type of study and the objectives they hope to achieve. In this chapter, the researcher will explain the research methodology, covering aspects such as the research design, the study population, the sampling technique, and the size of the research sample. The researcher will also present the research instruments, as well as the validity and reliability tests. The researcher will discuss the techniques for data collection and analysis. In addition, the researcher will investigate the research's legal, ethical, and social considerations.

3.2 Research Design

Research design is considered a strategy of great importance that plays an important role in helping the researcher achieve the objectives of the study set by the researcher. It is important for the researcher to determine the size of the study sample, choose the method for taking the research sample, and determine the optimal method for collecting data and analysing it using auxiliary programmes for data analysis. Designing the research in a professional manner will have positive results and will ensure that the researcher achieves the research objectives through choosing the study sample, its appropriate size, and the method of collecting and analysing data using appropriate data analysis programmes.

In this research, the researcher uses the exploratory-descriptive method. The descriptive approach involves describing the relationship between the variables in the subject of the study and reviewing previous literature that is related to the subject of the research, through which the researcher was able to prove that there is a noticeable impact and positive relationship between employee engagement on the one hand and employee performance and satisfaction on the other hand. Regarding the exploratory approach, the researcher will use it in the next

chapter by collecting data from the study sample using a questionnaire and interviews and analysing it using the Excel programme to obtain descriptive statistics, regression analysis, and frequency distribution. After that, the researcher verifies the existence of an impact of employee engagement on the performance and satisfaction of employees at Bank Muscat in the Sultanate of Oman through the results of the questionnaire and interviews he conducted. Data will be collected through surveys such as interviews, questionnaires, and content analysis.

3.3 Population of the Study

According to Thomas (2023) the research population, also called the target population, symbolises a group of individuals or things or a whole group that contains individuals or things that have certain characteristics, and these characteristics arouse the interest of the researcher. Researchers select the research population based on the type of study and the goals they want to achieve. Additionally, researchers select the study sample from the vast research population. Correctly defining the population is critical, especially since the researcher will be dealing with important population data. By selecting a small sample that accurately represents the research population, the researcher can arrive at accurate facts and conclusions through accurate population identification (The IoT Academy, 2023).

The study population represents a large group of people in a specific organization who share most of their characteristics and features. The researcher studies this population to uncover specific facts that directly relate to the research objectives. Since it is not possible to study the entire research population, the researcher selected a random sample representing the research population to study.

The researcher selected Bank Muscat and all its employees to represent the research population in this study, with the aim of investigating the impact of employee engagement on the performance and satisfaction of employees at Bank Muscat in the Sultanate of Oman. Bank Muscat employees are mostly educated and hold various academic degrees and different scientific specialisations according to the field of work of each of the bank's departments. The employees work in the bank's branches distributed throughout the governorates of the Sultanate of Oman, and the total research population is 3,800 employees in the branches of Bank Muscat. After that, the researcher selected a random sample that represented the research population and consisted of 100 employees from various departments and branches of Bank

Muscat in the Sultanate of Oman. The researcher seeks to answer the research questions and obtain results that serve the study's objectives through the research population and sample.

3.4 Sampling Technique and Sample Size

Researchers use two types of sampling techniques: probability samples and non-probability samples. The researcher employs these techniques based on the objectives they aim to accomplish and the nature of the study. Each of these types contains other subtypes, and the figure attached below shows this (Hossan & Alhasnawi, 2023).

Types of Sampling Methods

Sampling methods	
Probability	Non-probability
Simple random sampling	Convenience sampling
Stratified random sampling	Purposive sampling
Systematic random sampling	Quota sampling
Cluster sampling	Snowball sampling
Multi-stage sampling	Volunteer sampling
Multi-phase sampling	

Figure 3. 1: Types of sampling methods

There are many strategies and methods available that help researchers calculate the study sample, and the figure below shows some of the strategies and methods that investigators use to calculate the study sample size (Hossan & Alhasnawi, 2023).

What are the strategies for determining Sample Size

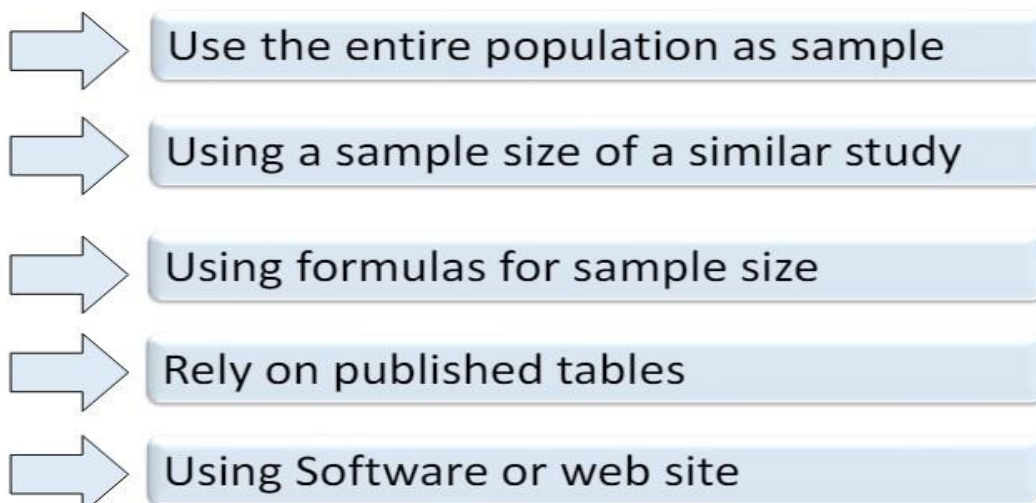


Figure 3. 2: Strategies for determining sample size

The researcher previously explained the various techniques for selecting the research sample, as well as the strategies and methods used to calculate the research samples. Identifying and selecting an appropriate sample that represents the research population will contribute to saving time and resources and facilitating the distribution of the questionnaire to bank employees, since it is difficult to study the entire population at Bank Muscat.

In this study, the researcher used a random sample selection technique so that the chance of selecting any Bank Muscat employee was equal. The study's sample size will consist of 100 men and women employees, as well as employees from various departments and

Sample size calculator

What margin of error can you accept? <small>5% is a common choice</small>	<input style="width: 90%;" type="text" value="8.1"/> %	The margin of error is the amount of error that you can tolerate. If 90% of respondents answer yes, while 10% answer no, you may be able to tolerate a larger amount of error than if the respondents are split 50-50 or 45-55. Lower margin of error requires a larger sample size.
What confidence level do you need? <small>Typical choices are 90%, 95%, or 99%</small>	<input style="width: 90%;" type="text" value="90"/> %	The confidence level is the amount of uncertainty you can tolerate. Suppose that you have 20 yes-no questions in your survey. With a confidence level of 95%, you would expect that for one of the questions (1 in 20), the percentage of people who answer yes would be more than the margin of error away from the true answer. The true answer is the percentage you would get if you exhaustively interviewed everyone. Higher confidence level requires a larger sample size.
What is the population size? <small>If you don't know, use 20000</small>	<input style="width: 90%;" type="text" value="3379"/>	How many people are there to choose your random sample from? The sample size doesn't change much for populations larger than 20,000.
What is the response distribution? <small>Leave this as 50%</small>	<input style="width: 90%;" type="text" value="55"/> %	For each question, what do you expect the results will be? If the sample is skewed highly one way or the other, the population probably is, too. If you don't know, use 50%, which gives the largest sample size. See below under More information if this is confusing.
Your recommended sample size is	<input style="width: 90%; border: 1px solid blue;" type="text" value="100"/>	This is the minimum recommended size of your survey. If you create a sample of this many people and get responses from everyone, you're more likely to get a correct answer than you would from a large sample where only a small percentage of the sample responds to your survey.

Online surveys with Vovici have completion rates of 66%!

Alternate scenarios							
With a sample size of	<input style="width: 90%;" type="text" value="100"/>	<input style="width: 90%;" type="text" value="200"/>	<input style="width: 90%;" type="text" value="300"/>	With a confidence level of	<input style="width: 90%;" type="text" value="90"/>	<input style="width: 90%;" type="text" value="95"/>	<input style="width: 90%;" type="text" value="99"/>
Your margin of error would be	8.06%	5.61%	4.51%	Your sample size would need to be	100	139	234

branches at Bank Muscat and from different job levels. In addition, the research sample will include department managers, branch managers, and employees from various departments. The researcher electronically calculated the sample size using the Raosoft website, as shown in the attached figure.

Figure 3. 3: Sample size calculator

3.5 Research Instruments and Validity and Reliability Testing

3.5.1 Research Instruments

Researchers use a variety of tools to collect data, the most important ones being questionnaires, interviews, observation, testing, and measurement. The choice of research tools depends on the study's type and objectives. There are two common methods for collecting data: the survey method and the non-survey method. In the survey approach, there must be communication between the researcher and the respondent to obtain information by asking questions, whether electronically or by meeting people and asking them questions. The non-survey approach collects information about the topic without the need to ask the respondent questions (Chia et al., 2023).

In order to facilitate data collection in this study, the researcher used the data collection tool, which is the questionnaire. The researcher designed the questionnaire using Google Survey. In order for the process to be quick and smooth for the researcher and participants, and to save time, the questionnaire was distributed electronically via mobile phone and email. The questionnaire included 20 questions that were carefully formulated to be easy and understandable and not to take a lot of time for participants to answer. The questions are all closed questions. The questionnaire contained four questions about demographics, such as length of work in the bank, educational qualifications, age, and gender. In addition, the questionnaire contained 20 questions related to the objectives of the study, and the answers were yes or no. After that, the researcher used another tool to collect data, namely interviews. He interviewed the manager of Bank Muscat, Firq branch in the Wilayat of Nizwa, and asked him a set of questions related to the research objectives in order to closely examine his experience and his clear opinion about the impact of employee engagement on employee performance and satisfaction in Bank Muscat.

3.5.2 Validity and Reliability Testing

The experimental test is of high importance. Therefore, the researcher examined the questionnaire questions and checked the quality of their linguistic formulation by the research supervisor, as well as verifying that they covered all the research objectives in order to achieve clear results and serve the research objectives. The researcher also made sure that the questionnaire questions were appropriate and that all participants could answer them in a timely manner. Additionally, the researcher conducted a pilot test of the survey questions with four employees from the study sample to ensure the absence of spelling errors in the questions or answers, and to gauge the time required to complete the questions. It became clear to the researcher that there were no comments from the employees who reviewed the survey questions before distributing them, and confirmed that they were appropriate and did not take a long time to answer. Thus, the researcher verified the degree of reliability and validity of the questionnaire tool.

3.6 Data Collection Techniques

Regarding data collection, the researcher used a qualitative and quantitative approach through the primary and secondary sources necessary to complete this research. The researcher designed the questionnaire as a representation of primary sources. It contains many questions about demographics and questions related to the research objectives, and he distributed it to the research sample. The researcher used Google Survey to prepare the questionnaire, which was then distributed electronically to the research sample. It is worth noting that the questionnaire questions were closed questions, which helped the participants quickly answer the questions and also helped the researcher analyse the data faster. The researcher also used a qualitative approach in collecting data through the interview he conducted with the manager of Bank Muscat, Firq branch, who answered the researcher's questions. In addition, the researcher utilized secondary sources such as electronic journals, websites, electronic articles, and previous scientific research available on various websites and in the college library to gather the qualitative data required to complete the study.

With regard to primary data, there are many advantages when using it, including that the data is real-time because it is collected at the same time when it is needed, and it can be controlled by the researcher collecting it, and specifying the samples he needs to obtain the data, and the required data can also be designed according to desire. researcher. In addition,

primary data is considered unique and taken for a specific research purpose. The disadvantages are that it is difficult to obtain accurate data in a short time, and it does not represent the entire public's opinion (Maione, 2023).

Secondary data also has advantages and disadvantages. One of the most notable advantages is that it is economical in effort and expense, as well as saving time. Furthermore, it helps researchers understand the roots of the problem they are investigating, as well as make comparisons with the primary data collected by the researcher. One of the most important disadvantages is that the secondary data may be very old, and its accuracy is unknown (Management Study Guide, 2024).

3.7 Data Analysis Technique

Data analysis is a crucial aspect of this chapter, where the researcher, after gathering information and data relevant to the study's questions and objectives, must analyze the data, whether quantitative or qualitative, gathered from primary or secondary sources. The researcher analyzes the data to find results and facts that serve the study's objectives. The quantitative data obtained from primary sources, such as the questionnaire that was distributed to the research sample, was analysed using numerical, statistical, and mathematical methods and using the Excel programme in the form of tables and graphs. The researcher analysed the qualitative data collected from secondary and primary sources using descriptive analysis, qualitative data analysis, and content analysis techniques.

3.8 Legal Ethical and Social Considerations

3.8.1 Legal Considerations

The researcher places significant emphasis on adhering to all legal standards to safeguard the research activities conducted during the preparation of this study, and they also have a duty to adhere to the rules and policies essential for these activities. All of this lies in the researcher following a policy of preserving the privacy of information and data and protecting it in a safe and legal manner. The researcher also committed to obtaining approvals and authorizations from the authorities concerned with the study, such as the college and Bank Muscat.

3.8.2 Ethical considerations

To safeguard his efforts in this study and avoid any ethical issues, the researcher exercised extreme caution, securing approvals from the chosen company to carry out the project. The researcher also made a concerted effort to comply with the ethical standards for scientific research set by Middle East College to prevent any potential unethical academic violations. The researcher committed to publishing the information and results of this study without changing or distorting them in accordance with the ethical principles that he wishes to maintain. The researcher considered the data he obtained from the study sample to be confidential and did not allow access to it to anyone other than those concerned with it. The researcher used it only for the study, and this aspect reinforces the researcher's commitment to ethical considerations.

3.8.3 Social considerations

The researcher actively sought not to harm the community, the chosen company, or the participants in this study. The researcher is dedicated to protecting and upholding the rights of others. This was a principle that the researcher followed in order not to create any inappropriate or unexpected social problems. In order to maintain social considerations, the researcher dealt with the survey participants in a friendly manner, as well as with the people he interviewed.

3.9 Summary

This chapter discussed the research methodology, which involved a descriptive exploratory approach. The researcher then discussed the research design and the study population, which included Bank Muscat employees. The researcher then determined the size of the study sample, which included 100 Bank Muscat employees from various branches and departments. The researcher also presented the data collection and analysis techniques, along with the legal and social principles and considerations. In the following chapter, the researcher will discuss the analysis of the data he collected from the questionnaire and interviews, which represent the primary sources of the research.

CHAPTER 4: DATA ANALYSIS

4.1 Introduction

In this chapter, the researcher will process and analyse the quantitative data gathered from an electronically distributed questionnaire among a sample of 100 Bank Muscat employees across various branches and job levels. The survey included 27 questions, divided as follows: 5 geographical questions, 16 questions with a yes or no answer, and 6 Likert scale questions. It is worth noting that the researcher obtained only 92 answers out of the required 100, which is equivalent to 92%, an excellent percentage. Additionally, the researcher will present the findings from an interview with the manager of Bank Muscat's Fariq branch in Al Dakhiliyah Governorate regarding the impact of employee engagement on employee performance and satisfaction at Bank Muscat's. Using the Excel programme, the researcher will organise the quantitative data into various tables and graphs, such as descriptive statistics, correlation analysis, regression statistics, and distribution statistics. By processing and analysing the data, the researcher will provide clear answers to the research questions concerning the impact of employee engagement on the performance and satisfaction of employees at Bank Muscat. This will help achieve the research objectives through the suggestions and recommendations that the researcher will present to Bank Muscat to improve employee engagement.

4.2 Gender of responses:

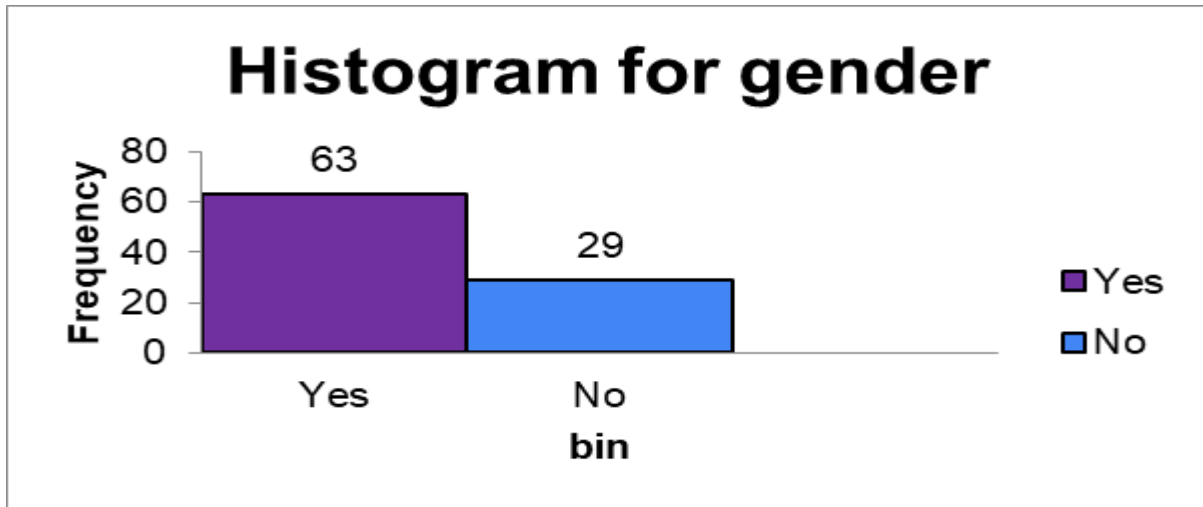


Figure 4. 1: Gender

Frequency Distribution			
Gender of responses	Responses number		Percentage
Male	63	0.685	68.5%
Female	29	0.315	31.5%
Total	92	1	100%

Table 4. 1: Gender

The table and graph above show the gender distribution of survey participants. The number of male respondents was 63, equivalent to 68.5%, while the number of women was 29, equivalent to only 31.5%. The purpose of this question was to determine the gender of the participants in the questionnaire, as it is clear that the number of male employees at Bank Muscat is greater than the number of female employees. It is clear that the bank seeks to employ the most qualified people, regardless of gender, that the opportunity is equal between the sexes, and that women are present in a good percentage at Bank Muscat.

4.3 Age of responses:

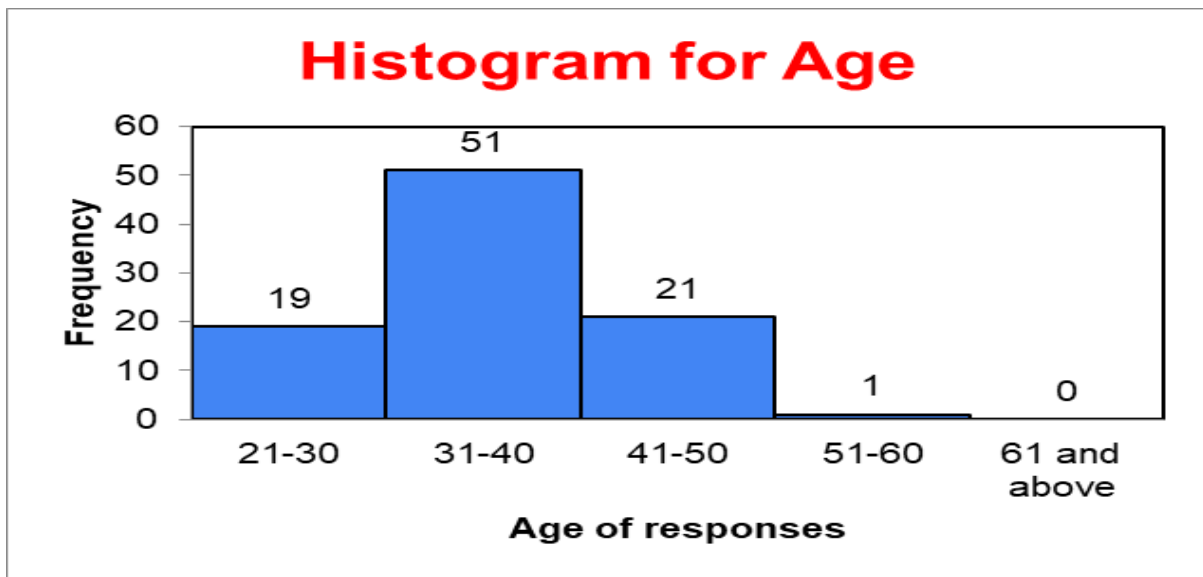


Figure 4. 2: Age

Frequency Distribution			
Ages	Responses number		Percentage
21-30	19	0.207	20.7%
31-40	51	0.554	55.4%
41-50	21	0.228	22.8%
51-60	1	0.011	1.1%
61 and above	0	0	0
Total	92	1	100%

Table 4. 2: Age

The second figure and the table above show the age distribution of the survey participants. 19 respondents (20.7%) are between 21 and 30 years old, 51 respondents (55.4%) are between 31 and 40 years old, 21 respondents (22.8%) are between 41 and 50 years old, and only one respondent (1.1%) is between 51 and 60 years old. Notably, there are no employees over 60 years old. These data confirm that the vast majority of employees at Bank Muscat are young people, ranging in age from 21 to 40 years, representing 76.1%, which makes the bank's future more prosperous with the presence of this most active and giving group. This helps the bank retain employees for a long period of time because they are young.

4.4 Academic qualification of responses:

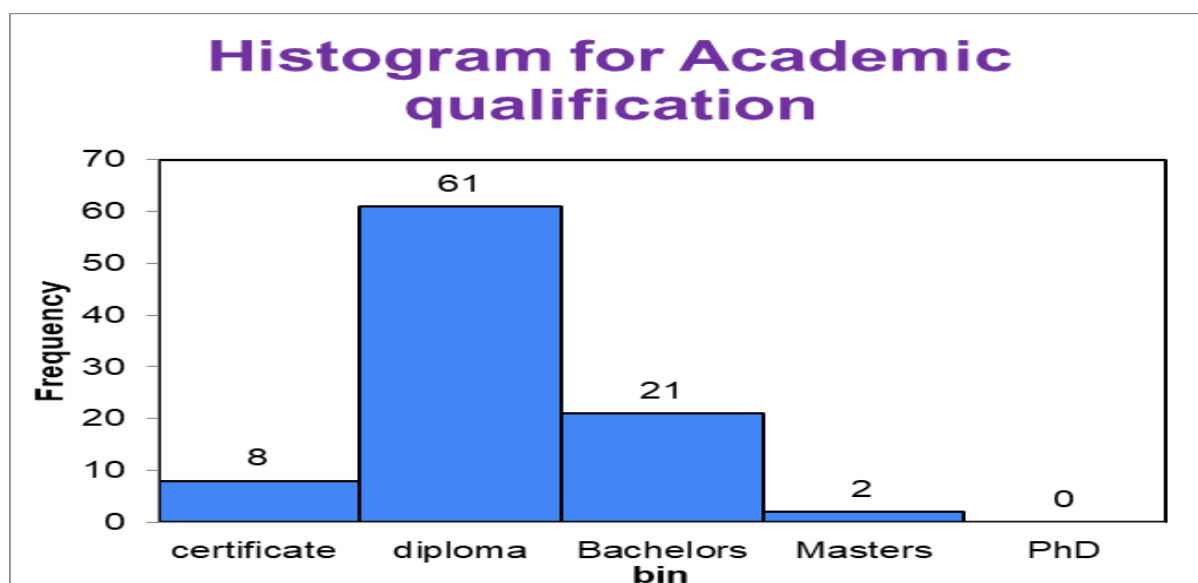


Figure 4. 3: Academic qualification

Frequency Distribution			
Academic qualification	Responses number		Percentage
Certificate	8	0.087	8.7%
Diploma	61	0.663	66.3%
Bachelors	21	0.228	22.8%
Masters	2	0.022	2.2%
PhD	0	0	0
Total	92	1	100%

Table 4. 3: Academic qualification

The graph and table above illustrate the distribution of academic qualifications among the participants in the questionnaire: 8.7% (8 respondents) possess a training certificate, 66.3% (61 respondents) hold a diploma, 22.8% (21 respondents) hold a bachelor's degree, 2.2% (2 respondents) hold a master's degree, and none of the survey participants hold a doctorate degree. The data obtained by the researcher about the educational level of the participants confirms that Bank Muscat has employees who hold practical certificates at different levels and that the employees have academic qualifications that enable them to carry out their daily tasks in a way that serves the bank's objectives. In addition, the bank gives employees the opportunity to continue their studies to obtain high academic qualifications.

4.5 How long you have been in the company:

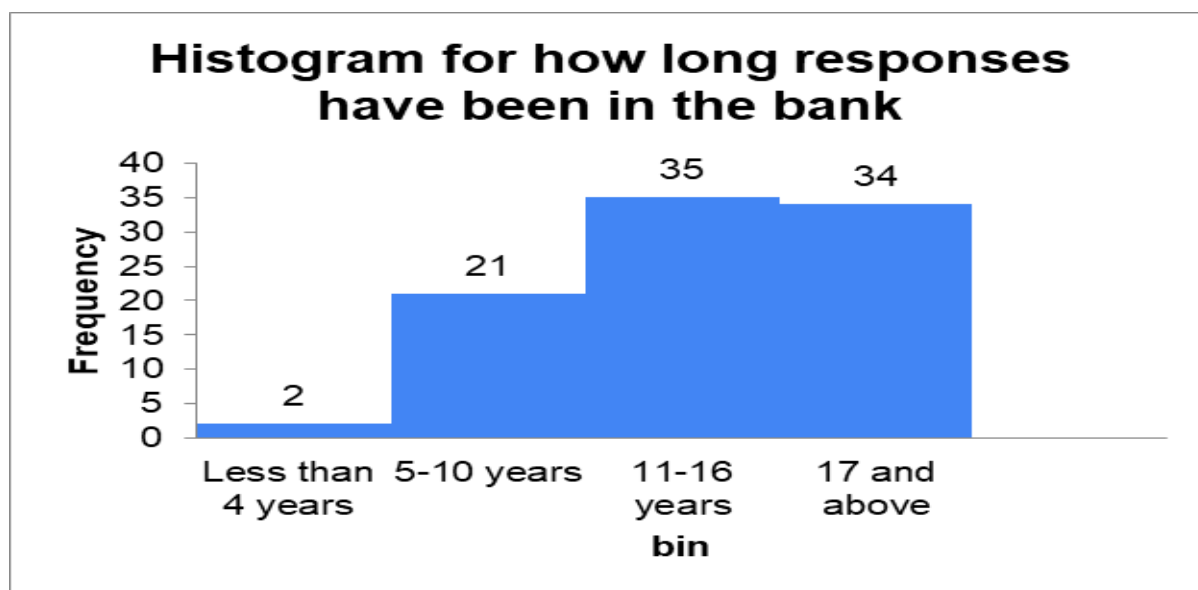


Figure 4. 4: Experience in the company

Frequency Distribution			
Years	Responses number		Percentage
Less than 4 years	2	0.022	2.2%
5-10 years	21	0.228	22.8%
11-16 years	35	0.38	38%
17 and above	34	0.37	37%
Total	92	1	100%

Table 4. 4: Experience in the company

The figure and table above show the period of time the respondents spent working at Bank Muscat. Whereas 2 respondents, representing 2.2%, completed less than 4 years in the bank, 21 respondents, representing 22.8%, completed between 5 and 10 years of work, 35 respondents, representing 38%, completed between 11 and 16 years of work, and 34 respondents, representing 37%, completed 17 years and above of work in the bank. The researcher's goal with this question is to determine the amount of experience that the responding employees have. It is clear that a large portion of the participants have more than 10 years of experience, which makes them more professional in carrying out their tasks and more educated about the importance of employee participation and the positive effects it has on their behaviour.

4.6 Branch location which responses work in

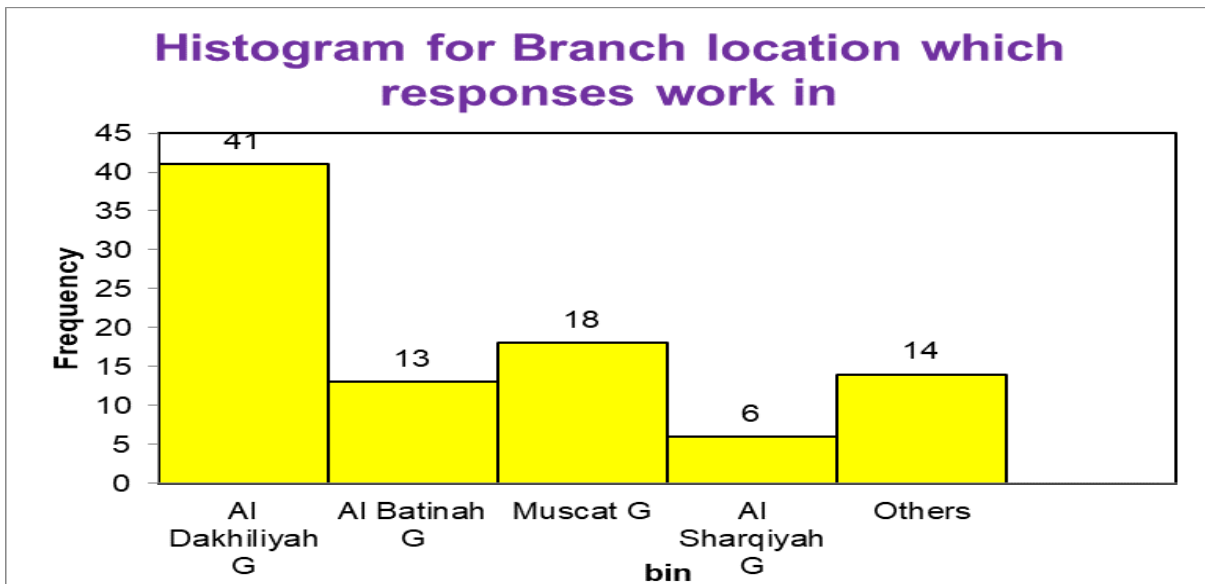


Figure 4. 5: Branch location

Frequency Distribution			
Branch location	Responses number		Percentage
Al Dakhiliyah Governorate	41	0.446	44.6%
Al Batinah Governorate	13	0.141	14.1%
Muscat Governorate	18	0.196	19.6%
Al Sharqiyah Governorate	6	0.065	6.5%
Others	14	0.152	15.2%
Total	92	1	100%

Table 4. 5: Branch location

The figure and table above show the respondents’ work locations in Bank Muscat branches in the governorates of the Sultanate of Oman. Whereas 41 respondents (44%) work in the branches of the Governorate of Al Dakhiliyah, 13 respondents (14.1%) work in the branches of the Al Batinah Governorate, 18 respondents (19.6%) work in the branches of the Muscat Governorate, and 6 respondents (6.5%) work in the branches of Al Sharqiyah Governorate, while 14 respondents (15.2%) work in the branches of other governorates in the Sultanate of Oman. With this question, the researcher aims to know the locations of the branches in which the survey participants work. It becomes clear to the researcher that the bank’s branches are spread across all governorates of the Sultanate and that the survey covered all governorates through the responses of respondents, which makes the data obtained by the researcher diverse, accurate, and from the various branches of the bank in the governorates of the Sultanate of Oman.

4.7 From your perspective as an employee, is employee engagement at Bank Muscat very high?

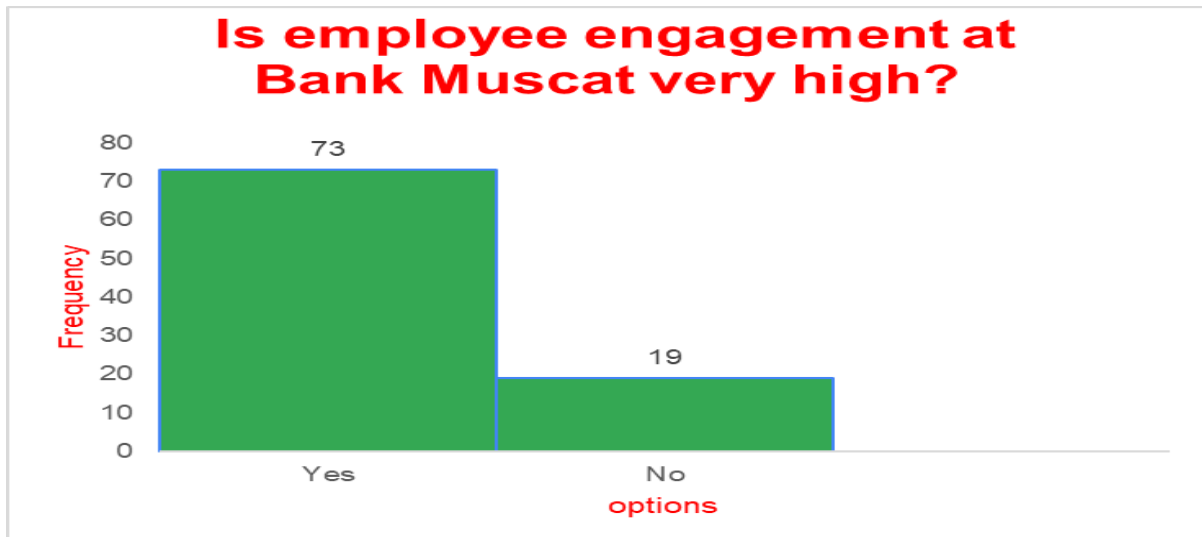


Figure 4. 6: Chart for question 6

Frequency Distribution			
Answers	Responses number		Percentage
Yes	73	0.793	79.3%
No	19	0.207	20.7%
Total	92	1	100%

Table 4. 6: Frequency distribution for question 6

It appears from the responses of the respondents that the vast majority, representing 73 participants (79.3%) out of 92 participants, answered yes, and from their answers, it is clear that employee engagement in Bank Muscat is very high. While only 19 participants (20.7%) answered no, Accordingly, it is clear from the responses of the respondents that employee engagement at Bank Muscat is good and the bank is working on it effectively.

According to Eldor et al., (2017) engagement has many definitions, including that members of the organisation harness themselves to achieve their required roles in their work so that, through engagement, they can express themselves physically, cognitively, and emotionally while carrying out their roles within the organization.

4.8 Is employee engagement of great importance to Bank Muscat?

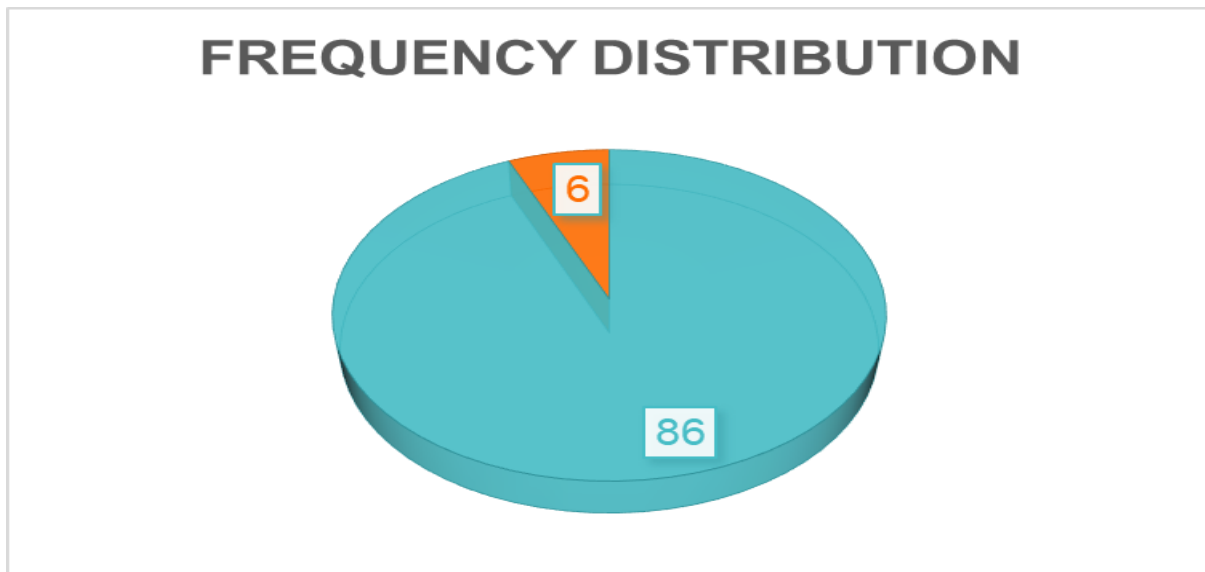


Figure 4. 7: Chart for question 7

Frequency Distribution			
Answers	Responses number		Percentage
Yes	86	0.925	93.5%
No	6	0.0650	6.5%
Total	92	1	100%

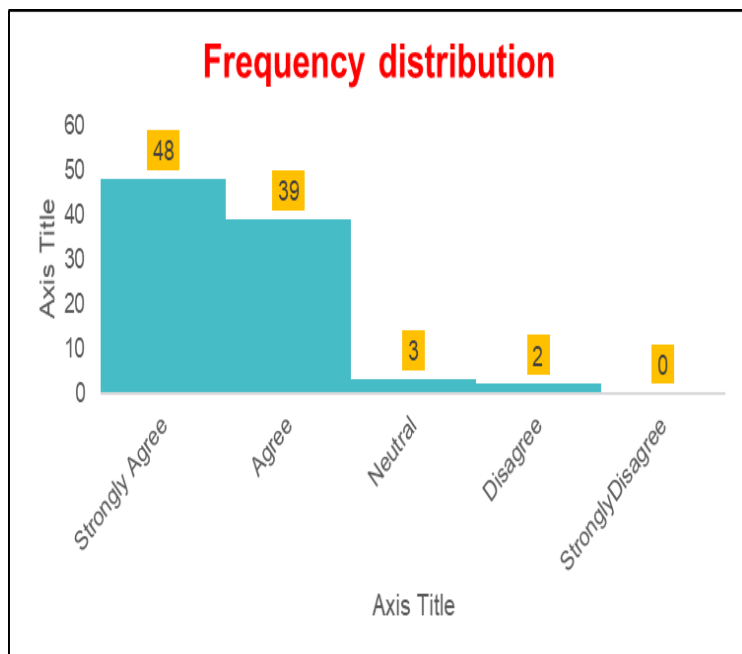
Table 4. 7: Frequency distribution for question 7

Based on the responses of the respondents shown in the table and graph above, it is clear that the respondents' answers are positive about the importance of employee engagement for Bank Muscat. 86 employees (93.5%) answered yes, while only 6 employees (6.5%) answered no. The survey revealed that 86 out of 92 participants, or the vast majority of employees, agreed that Bank Muscat places great importance on employee engagement.

According to Eldor et al., (2017) organizations are focusing on employee engagement because it gives them a competitive advantage, helps employees develop their personal and behavioural skills, and increases their level of commitment.

Question 8
Descriptive Statistics

4.9 Employee engagement at Bank Muscat contributes to achieving the



Mean	1.554348
Standard Error	0.069748
Median	1
Mode	1
Standard Deviation	0.669002
Sample Variance	0.447563
Kurtosis	2.214821
Skewness	1.260357
Range	3
Minimum	1
Maximum	4
Sum	143
Count	92
	1

bank's objectives.

Figure 4. 8: Chart for question 8
Table 4. 8: Descriptive statistics for question 8

Frequency Distribution			
Options	Responses number		Percentage
Strongly agree	48	0.522	52.2%
Agree	39	0.424	42.4%
Neutral	3	0.033	3.3%
Disagree	2	0.021	2.1%
Strongly agree	0	0	0
Total	92	1	100%

Table 4. 9: Frequency distribution for question 8

Based on the participants' responses regarding the contribution of employee engagement at Bank Muscat to achieving the bank's objectives, it is evident from the table and graph above those 48 participants (52.2%) strongly agreed, 39 participants (42.4%) agreed, and only 3 respondents (3.3%) were neutral. On the other hand, 2 participants (2.1%) disagreed, and no participant strongly disagreed. Through this question, the researcher aims to know the extent of employees' awareness of the importance of their participation and the extent of its impact on achieving the bank's goals. Employees clearly understand the importance of their participation in the bank and its significant benefits in achieving the bank's objectives, as evidenced by their responses. The majority of respondents, comprising 94.6%, expressed agreement or strong agreement. This clearly confirms that employee participation in Bank Muscat contributes effectively to achieving the bank's objectives.

In addition, the above descriptive statistics table shows an analysis of 92 respondents' answers, with a sample variance rate of 0.447563 and a standard deviation rate of 0.669002. The majority of respondents' responses were strongly agreeing, as shown in the table above. Organisations pay a lot of attention to employee engagement, which is represented by the Human Resources Management Department. Because it positively impacts a significant portion of business, operational results, and services, organisations increasingly view employee engagement as a broad organisational context (Turner et al., 2020).

4.10 Correlation analysis between question 9 and 10

- Does employee engagement have an impact on employee performance?
- Does employee engagement impact employee satisfaction?

Correlation analysis	Question 9	Question 10
Question 9	1	
Question 10	0.78850575	1

Table 4. 10: Correlation for question 9 and 10

The table above indicates an analysis of the correlation between employee engagement and its impact on employee performance and satisfaction. The analysis results, which display a correlation of 0.78850575 in the table above, clearly demonstrate a positive relationship between the two variables. The researcher's goal in this analysis was to determine the type of relationship between employee engagement and employee performance and satisfaction, and it became clear that there was a positive relationship between the two variables.

According to Vasani and Pillai (2019) employee engagement has a positive impact on performance. To clarify, the organization should prioritize employee engagement by enhancing the work environment, fostering strong relationships between employees and their employers, and encouraging employees to share their suggestions for business development. Employee engagement has a positive impact on job satisfaction by increasing the efficiency of employees' organisational performance to achieve the organisation's goals. The higher the percentage of employees who feel engaged, focused on work, highly motivated to perform daily tasks, and have good dedication, the greater their satisfaction with their work (Noercahyo et al., 2021).

4.11 Do highly engaged employees in the bank have a high level of performance and satisfaction?

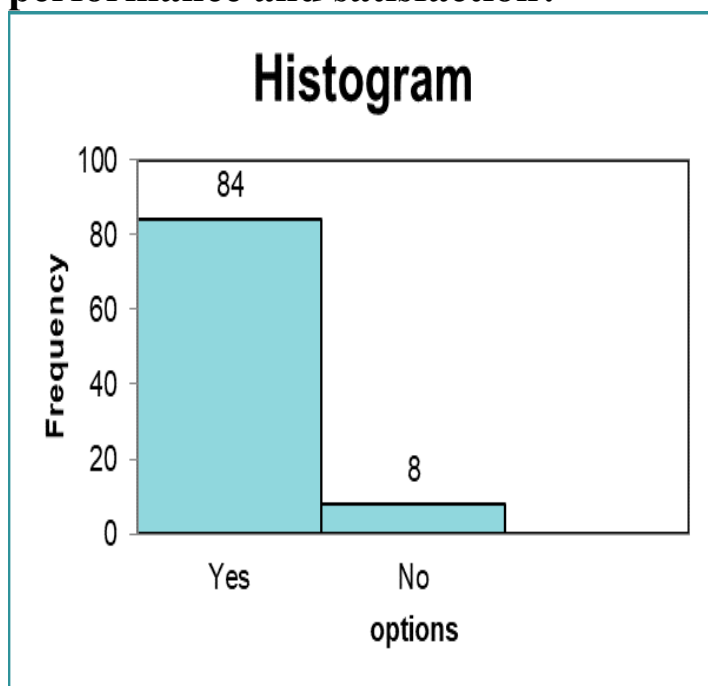


Figure 4. 9: Chart for question 11

Question 11 Descriptive Statistics	
Mean	1.086957
Standard Error	0.029538
Median	1
Mode	1
Standard Deviation	0.283315
Sample Variance	0.080268
Kurtosis	7.036392
Skewness	2.980582
Range	1
Minimum	1
Maximum	2
Sum	100
Count	92
	1

Table 4. 11: Descriptive statistics for question 11

Frequency Distribution			
Answers	Responses number		Percentage
Yes	84	0.913	91.3%
No	8	0.087	8.7%
Total	92	1	100%

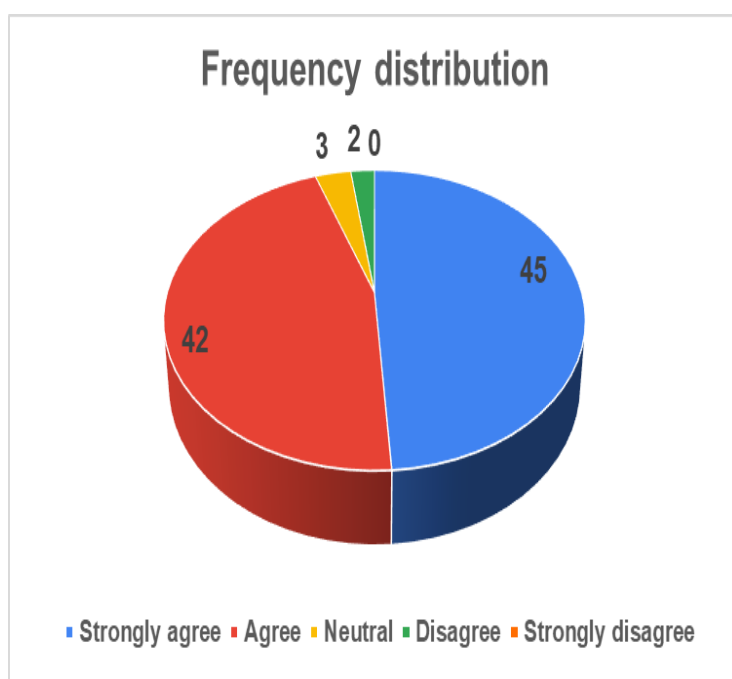
Table 4. 12: Frequency distribution for question 11

The graph and table show participants' responses about whether highly engaged employees enjoy a high level of performance and satisfaction at Bank Muscat. According to the question, 84 respondents (91.3%) answered yes, while only 8 respondents (8.7%) answered no. The questionnaire revealed that 84 out of 92 participants, or the majority, agreed that highly engaged employees at Bank Muscat enjoy a high level of performance and satisfaction. In addition, the descriptive table above shows an analysis of the answers of 92 participants in the survey, where the sample variance rate was 0.080268, while the standard deviation rate was 0.283315. The majority of respondents' responses were yes, as shown in the table above.

The engaged employees are more creative and motivated to carry out their duties and achieve the highest performance rates in their work departments. Employee engagement leads to a high-performance rate, increasing the organization's competitiveness in the industry in which it operates (Sungmala & Verawat, 2021). The higher the percentage of employees who

feel engaged, focused on work, highly motivated to perform daily tasks, and have good dedication, the greater their satisfaction with their work. When the organisation's management effectively implements employee engagement, it leads to increased employee satisfaction and dedication towards achieving the organisation's objectives (Noercahyo et al., 2021).

4.12 There is a positive relationship between employee engagement, employee performance, and satisfaction.



Question 11 Descriptive Statistics	
Mean	1.586957
Standard Error	0.069384
Median	2
Mode	1
Standard Deviation	0.665511
Sample Variance	0.442905
Kurtosis	2.064509
Skewness	1.159507
Range	3
Minimum	1
Maximum	4
Sum	146
Count	92
	1

Figure 4. 10: Chart for question 12

Table 4. 13: Frequency distribution for question 12

Frequency Distribution			
Options	Responses number		Percentage
Strongly agree	45	0.489	48.9%
Agree	42	0.457	45.7%
Neutral	3	0.033	3.3%
Disagree	2	0.021	2.1%
Strongly agree	0	0	0
Total	92	1	100%

Table 4. 14: Frequency distribution for question 13

The researcher aims with this question to ensure that there is a positive relationship between employee engagement, employee performance, and satisfaction. It is clear from the table and graph above those 45 respondents (48.9%) strongly agreed that there is a positive relationship between employee engagement, employee performance, and satisfaction, and 42

respondents (45.7%) agreed, while 3 respondents (3.3%) were neutral. On the other hand, 2 respondents (2.1%) responded with “disagree,” and in addition, there was no response with “strongly disagree.” The majority of participants, representing 87 out of 92, strongly agreed or agreed, confirming a positive relationship between employee engagement, performance, and satisfaction. It is also clear that the employees participating in the survey are aware of the positive relationship between employee engagement, employee performance, and satisfaction.

Bin and Shmailan (2015) stated that the relationship between employee engagement and employee performance is positive, direct and interconnected, and organisations need both in order to achieve their planned goals. We can assert that a higher level of employee participation leads to increased job performance within the organisation, ultimately resulting in high performance and significant gains. The relationship between employee engagement and job satisfaction is very positive. Many employees spend a large portion of their day in the organisation in order to achieve the organisation's goals, most of which provide a competitive advantage. Additionally, when an employee achieves job satisfaction through the organisation's moral and material offerings, it manifests in their loyalty and affiliation to the organisation, fostering sincerity in their work and increased interaction with management (Vorina et al., 2017).

4.13 Correlation analysis between question 13 and 14

- Does employee engagement in Bank Muscat achieve job satisfaction?
- Does employee engagement increase the performance of Bank Muscat employees?

Correlation analysis	Question 13	Question 14
Question 13	1	
Question 14	0.821705	1

Table 4. 15: Frequency distribution for question 13 and 14

The correlation analysis in the table above demonstrates a strong positive correlation between the independent variable, employee engagement, and the two dependent variables, employee performance and employee satisfaction at Bank Muscat. The researcher finds out through correlation analysis that 0.821705 is a positive result, indicating a positive relationship

between the independent and dependent variables. Accordingly, it becomes clear to the researcher that whenever Bank Muscat focuses on employee participation, this will contribute to increasing employee performance and help the bank achieve its goals. Employee participation can also achieve employee satisfaction when employees feel important and the bank management cares about them, giving them the opportunity to express their ideas and suggestions as well as providing everything they need. All of this will contribute to achieving employee satisfaction. Additionally, when employees actively engage in the bank's plan, their performance and satisfaction improve. This, in turn, promotes a positive relationship between employee engagement, employee performance, and satisfaction at Bank Muscat.

We can assert that a higher level of employee participation leads to increased job performance within the organisation, ultimately resulting in high performance and significant gains (Bin & Shmailan, 2015). When an employee achieves job satisfaction through the organisation's moral and material offerings, it manifests in their loyalty and affiliation to the organisation, fostering sincerity in their work and increased interaction with management. The rate of employee participation increases due to the job satisfaction that the organisation has worked to achieve through what it provides to its employees (Vorina et al., 2017).

4.14 The higher the employee engagement, the higher the employee performance and satisfaction.

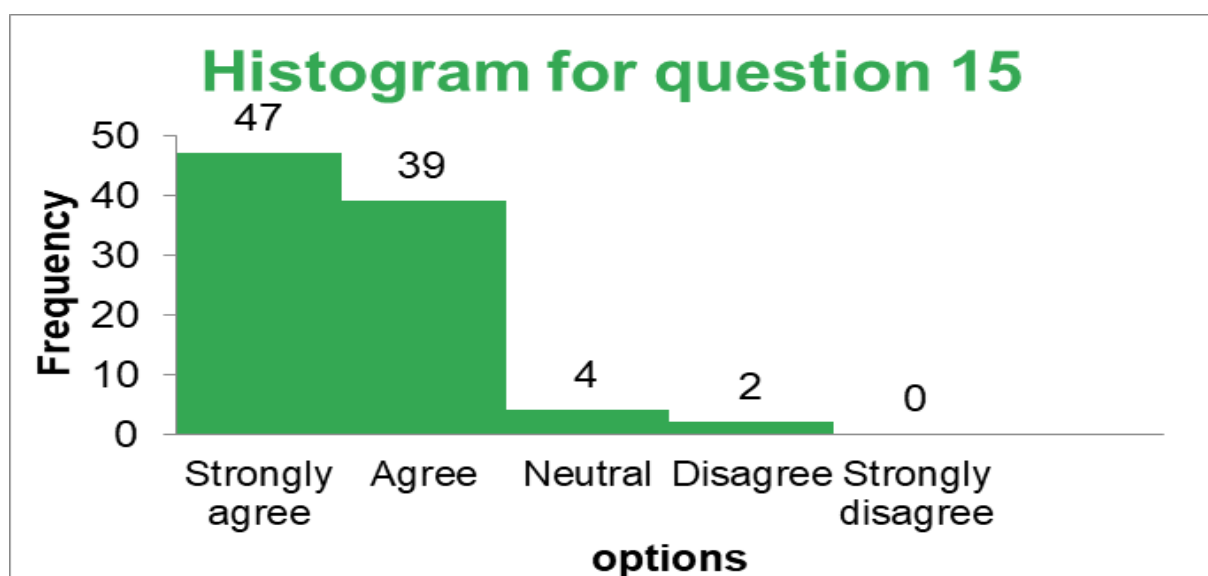


Figure 4. 11: Chart for question 15

Frequency Distribution			
Options	Responses number		Percentage
Strongly agree	47	0.511	51.1%
Agree	39	0.424	42.4%
Neutral	4	0.043	4.3%
Disagree	2	0.022	2.2%
Strongly agree	0	0	0
Total	92	1	100%

Table 4. 16: Frequency distribution for question 15

Based on the responses provided in the table and graph for this question, it is evident that 47 participants (51.1%) strongly agree that the higher the employee engagement, the higher the employee performance and satisfaction, while 39 participants (42.4%) also agree. Only 4 participants (4.3%) were neutral, 2 participants (2.2%) disagreed, and no participant strongly disagreed. The vast majority of respondents (86 out of 92) expressed "agree" or "strongly agree," indicating that the most involved employees at Bank Muscat enjoy high performance and satisfaction.

According to Vasani and Pillai (2019) the higher and more positive the employee engagement in the organization is, the more this will raise the level of employee performance and thus contribute to achieving the organization’s goals and achieving the highest production rates. When employees are satisfied with their job in the organisation, they are more likely to participate in it, helping the organisation achieve its goals (Djoemadi et al., 2019).

4.15 Does employee engagement reflect their behavior in terms of performance and satisfaction?

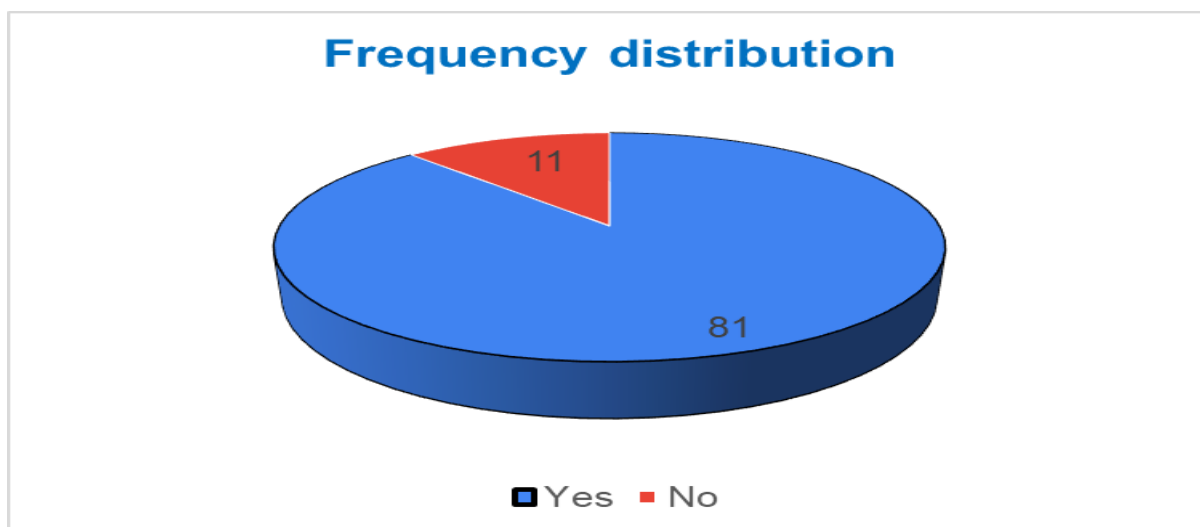


Figure 4. 12: Chart for question 16

Frequency Distribution			
Answers	Responses number		Percentage
Yes	81	0.88	88%
No	11	0.12	12%
Total	92	1	100%

Table 4. 17: Frequency distribution for question 16

It is clear from the responses of the respondents that the vast majority, representing 81 participants (88%) out of 92 participants, answered yes, and from their answers, it is clear that employee engagement reflects employee behaviour in terms of performance and satisfaction. In contrast, only 11 participants (12%) answered no. Accordingly, the researcher finds out through this question and the responses of the respondents that employee participation reflects the behaviour of employees in terms of the amount of performance they provide to achieve the goals and the extent of satisfaction they enjoy with the bank and its management.

Employee engagement affects employee performance by raising the level of awareness among employees about the context in which the organization operates so that employees are ready to cooperate with their teams in order to improve the level of performance and make them practice behaviors that achieve the highest performance rates (Sungmala & Verawat, 2021). Working conditions play an important role in achieving employee engagement and job satisfaction. You find employees promoting the organisation they work for and inviting others to join it, and they do not think about moving to organisations that compete with the organisation they work for because they feel job satisfaction with the incentives, promotions, and services the organisation provides to them that make them happy. This is considered one of the effects of employee participation on job satisfaction, which makes employees more committed and loyal (Djoemadi et al., 2019).

4.16 Does Bank Muscat follow a good employee engagement strategy?

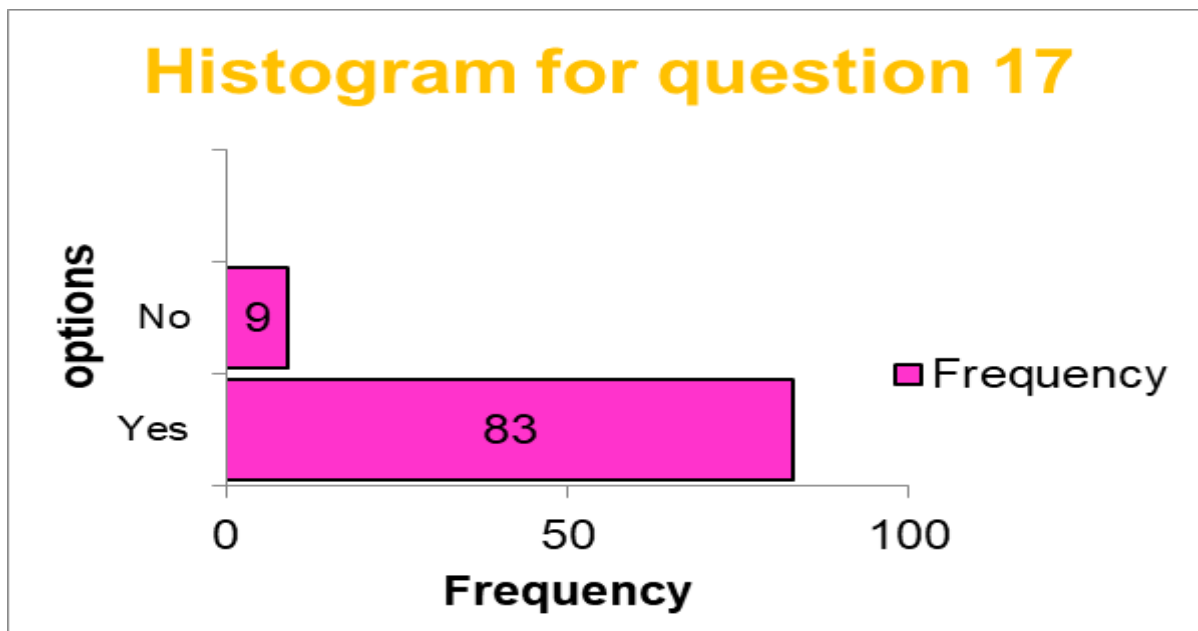


Figure 4.13: Chart for question 17

Frequency Distribution			
Answers	Responses number		Percentage
Yes	83	0.902	90.2%
No	9	0.098	9.8%
Total	92	1	100%

Table 4.18: Frequency distribution for question 17

This question is important to know if Bank Muscat is following a good employee engagement strategy. According to the participants' responses in the table and graph above, 83 respondents (90.2%) answered yes, whereas only 9 respondents (9.8%) answered no. The majority of respondents, comprising 83 out of 92 participants, concurred that Bank Muscat employs an effective employee engagement strategy to meet its objectives.

Paying attention to developing employees' skills and knowledge, as well as setting precise goals, are among the strategies that organizations adopt to make their employees more prepared, enthusiastic, and committed to engagement (McManus & Mosca, 2015).

4.17 Does Bank Muscat motivate the most engaged employees?

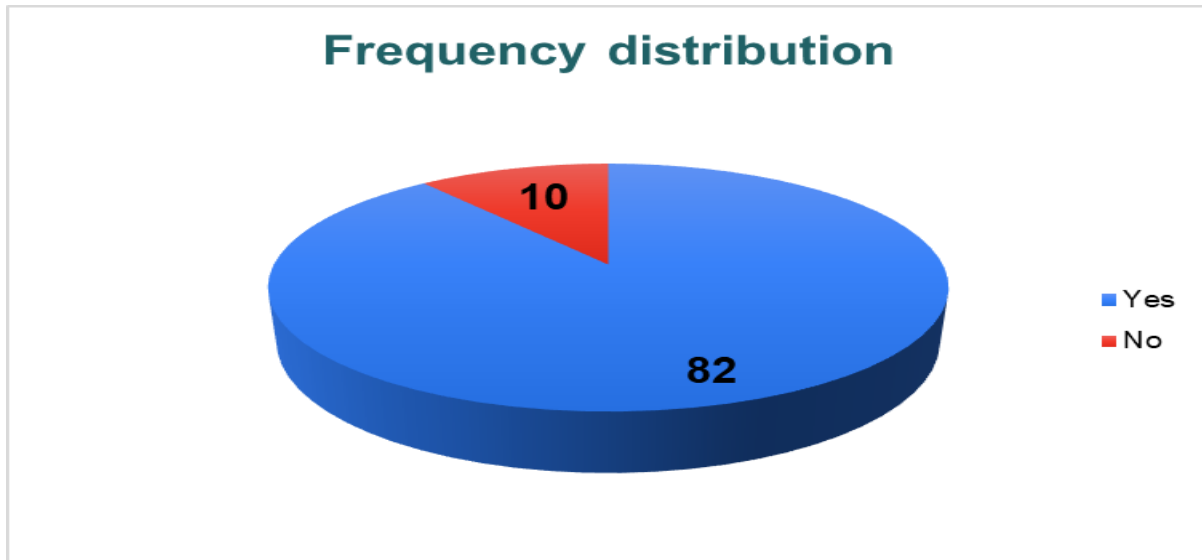


Figure 4. 14: Chart for question 18

Frequency Distribution			
Answers	Responses number		Percentage
Yes	82	0.89	89%
No	10	0.11	11%
Total	92	1	100%

Table 4. 19: Frequency distribution for question 18

This question reveals whether Bank Muscat motivates the most engaged employees or not. It is clear from the responses of the respondents in the table above that the majority of the survey participants answered yes, representing 82 participants (89%) out of 92 participants. On the other hand, there were only 10 participants (11%) whose answers were no. Accordingly, it is clear from this question and the responses of the respondents that Bank Muscat supports and motivates the most engaged employees due to their importance and being a great asset to the bank’s future in achieving goals and success. For this reason, the bank motivates them through honors, promotions, courses, and bonus payments.

Motivating the most engaged workers in the organization is important, and their participation in all stages and production processes determines the extent of employee participation, which leads to increased activity. This will clearly and positively impact business growth and increase efficiency (Budrienė et al., 2020).

4.18 Does the bank develop training programs that encourage employee engagement?

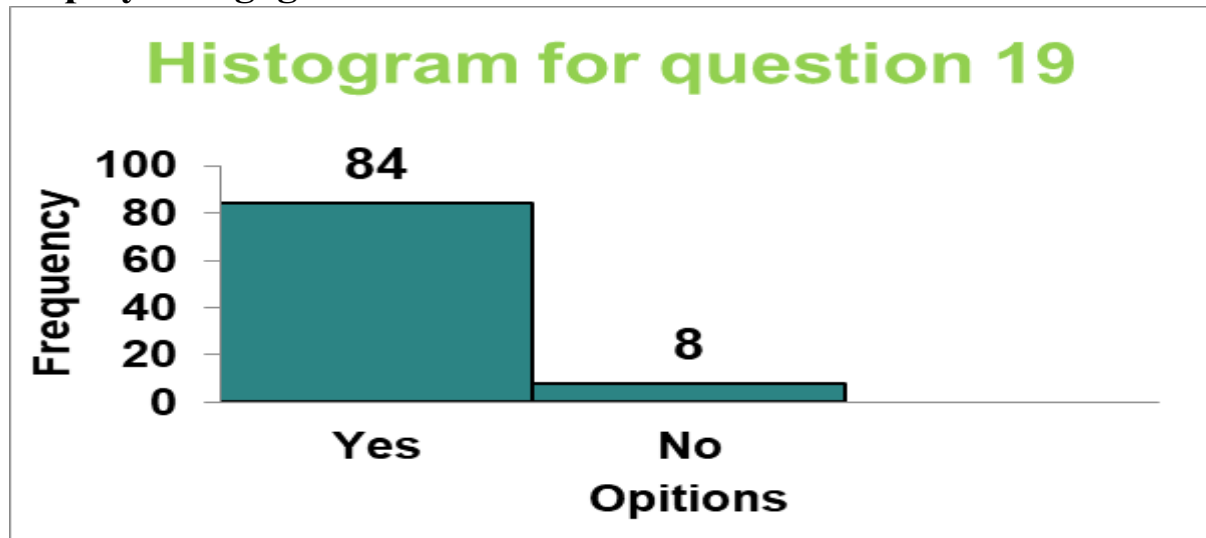


Figure 4. 15: Chart for question 19

Frequency Distribution			
Answers	Responses number		Percentage
Yes	84	0.913	91.3%
No	8	0.087	8.7%
Total	92	1	100%

Table 4. 20: Frequency distribution for question 19

By reviewing the responses of the respondents in the table and graph above, it is clear that the vast majority, representing 84 participants (91.3%) out of 92 participants, answered yes, and from their answers, we conclude that Bank Muscat is developing training programmes that encourage employee participation. In contrast, only 8 employees (8.7%) answered no. Therefore, it is evident to the researcher from this question and the responses of the respondents that Bank Muscat aims to create training programs that foster employee participation. This is because the bank's management understands the significance of employee participation and the benefits it can bring to the bank's future business.

Training opportunities should be available to employees. It inspires them, broadens their understanding, and refines their abilities, thereby boosting their productive involvement within the company and bestowing upon them the self-assurance to articulate and convey their suggestions for improvement in the workplace. Therefore, it is the responsibility of organisations to prepare appropriate training programmes that help employees develop skills and increase their participation in the organisation towards achieving goals (McManus & Mosca, 2015).

4.19 Are their dedicated channels for employees to provide feedback and suggestions regarding Bank Muscat’s engagement initiatives?

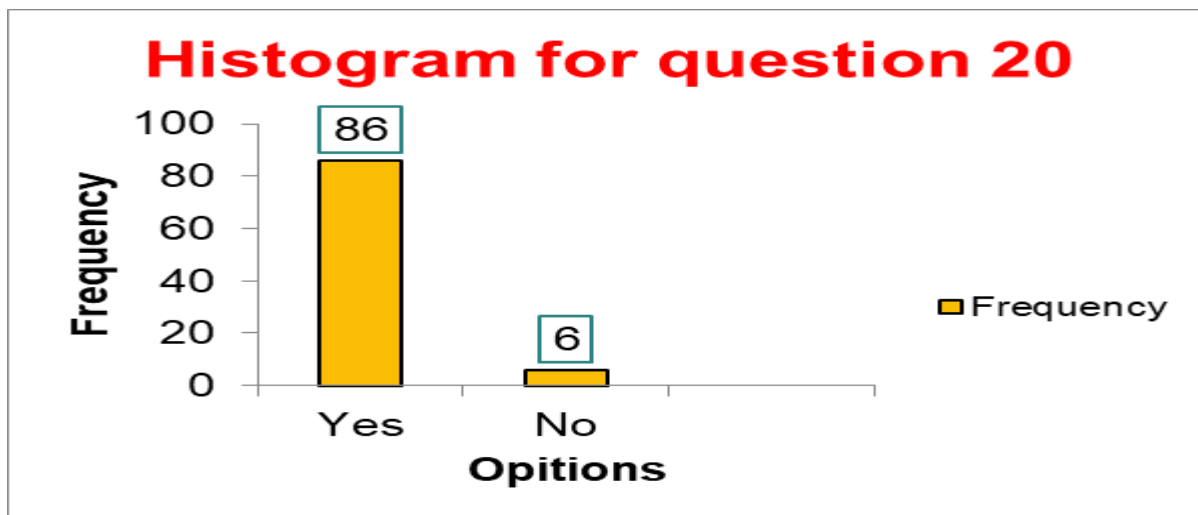


Figure 4. 16: Chart for question 20

Frequency Distribution			
Options	Responses number		Percentage
Yes	86	0.935	93.5%
No	6	0.065	6.5%
Total	92	1	100%

Table 4. 21: Frequency distribution for question 20

This question is important to know whether there are dedicated channels for employees to provide feedback and suggestions regarding employee engagement initiatives at Bank Muscat. According to the participants' responses in the table and graph above, 86 respondents (93.5%) answered yes, while only 6 respondents (6.5%) answered no. 86 out of 92 survey participants, representing the majority, agreed that Bank Muscat has dedicated channels for employees to submit their comments and suggestions regarding employee participation initiatives, aimed at improving and increasing employee participation in achieving the bank's objectives. The presence of channels through which employees can submit suggestions and comments is a good thing, and it is considered a type of positive communication between management and employees in the bank. It is a good policy and a good factor in increasing employee participation in the bank.

The surveys can guide and direct the firms to be familiar with the needs and wants and recommendations from the workers regarding the workplace environment, their complications

and issues and other things. Such kind of the surveys make the employees feel heard and value by the business firms that in turn enhance the scale of the productivity and employee engagement. It relies on two-way communication as top-bottom and bottom-top type of communication that keep in touch the employee and also strengthen the employee-employer relationship and enhance the employee engagement as well as the affectionate commitment to the firm from the workers that enhance their talent retention ability of the firm on long term basis (Kurshid, 2022).

4.20 Is there a dedicated team to implement, monitor, and evaluate employee engagement at Bank Muscat?

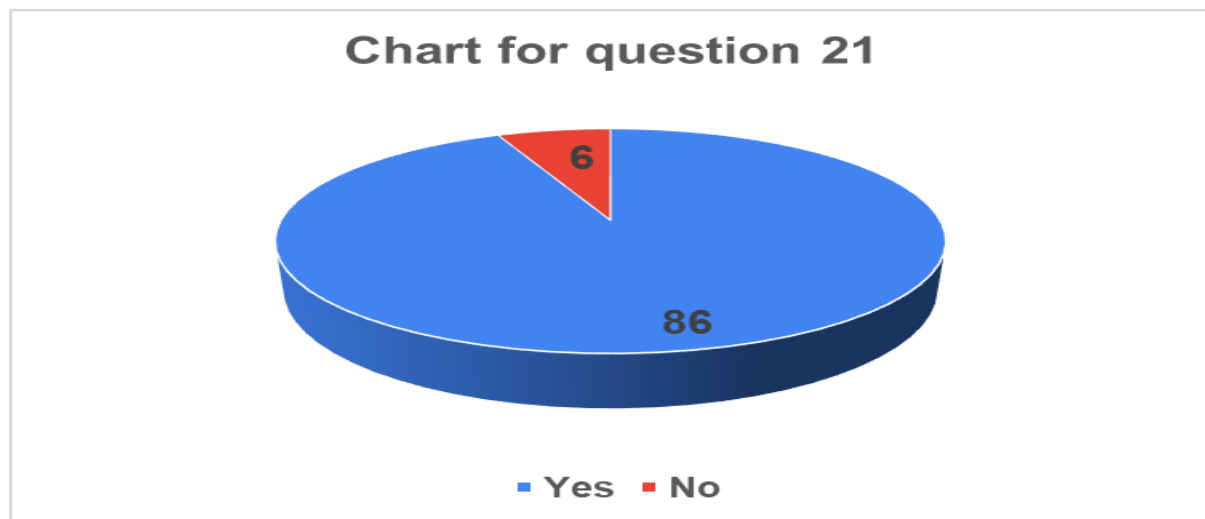


Figure 4. 17: Chart for question 21

Frequency Distribution			
Options	Responses number		Percentage
Yes	86	0.935	93.5%
No	6	0.065	6.5%
Total	92	1	100%

Table 4. 22: Frequency distribution for question 21

Note that this question asks if Bank Muscat has a dedicated team to implement, monitor, and evaluate employee engagement. The table above clearly shows that the majority of survey participants, specifically 86 individuals (93.5%) out of 92, answered yes. On the other hand, there were only 6 participants (6.5%) whose answers were no. This question and the respondents' responses clearly indicate that Bank Muscat has a dedicated team for implementing, monitoring, and evaluating employee engagement. This is considered a good

way and method to focus on improving employee engagement and to work towards improving the programmes and activities that the bank's employees need to increase employee engagement. It can enhance performance and satisfaction, leading to the achievement of the bank's objectives.

The work recognition and the feedback system can enhance the work engagement of the workers. It is one of the important strategies that can guide and direct the employers for increasing the engagement at the work. The managers must focus on recognizing the effort of the top performers as it will make them more engaged with their work. The feedback system can also assist and direct the workers to get familiarity with the expectations of the management and then make efforts for meeting the efforts as clarity in goals also enhance the work engagement of the workers (Uysal, 2020).

4.21 Are regular surveys conducted to measure employee engagement levels at Bank Muscat?

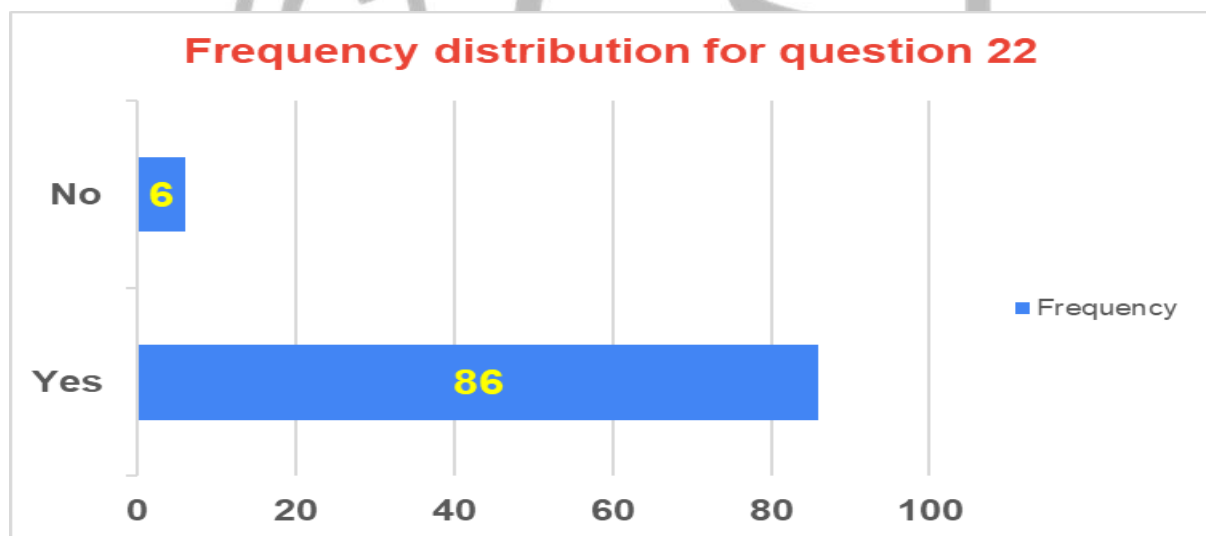


Figure 4. 18: Chart for question 22

Frequency Distribution			
Answers	Responses number		Percentage
Yes	86	0.935	93.5%
No	6	0.065	6.5%
Total	92	1	100%

Table 4. 23: Frequency distribution for question 22

Examining the table and graph above carefully reveals that the vast majority of respondents, representing 86 participants (93.5%) out of 92 participants, answered yes. Through their responses, it is clear that Bank Muscat conducts regular surveys to measure the level of employee engagement. On the other hand, 6 participants responded “no,” representing 6.5% of the total participants in the survey. Accordingly, it becomes clear to the researcher through this question and the responses of the respondents that Bank Muscat conducts regular surveys to measure the level of employee participation in various aspects, out of awareness among the bank’s senior management of the importance of employee participation and the positive results it achieves when employees are more involved.

Surveys are extremely important in directing companies to learn about workers' needs, desires, and recommendations regarding the workplace environment, their complexities, issues, and other things. As a result, organisations are committed to repeating surveys in order to increase employee participation, know their future needs and aspirations, and know their proposals in the event of work environment challenges (Kurshid, 2022).

4.22 Regression statistics between question 23 and 24

- Are their factors that impact employee engagement?
- Do the factors affecting employee engagement lead to failure to achieve goals?

Regression Statistics between question 23 and 24								
Multiple R	0.449096							
R Square	0.201687							
Adjusted R Square	0.192817							
Standard Error	0.239513							
Observations	92							
ANOVA								
	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	1	1.304388	1.304388	22.73771	7.11E-06			
Residual	90	5.163004	0.057367					
Total	91	6.467391						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	0.694139	0.083902	8.273238	1.11E-12	0.527454	0.860825	0.527454	0.860825
Do the factors lead to failure to achieve goals?	0.331502	0.06952	4.768408	7.11E-06	0.193387	0.469616	0.193387	0.469616

Table 4. 24: Frequency distribution for question 23 and 24

According to the table above, the regression analysis indicates that there is a statistical relationship between the variables in the two questions, which are the factors affecting employee engagement on the one hand, and the second variable, which is failure to achieve goals. The model also shows a moderately positive relationship (multiple R = 0.449) between the two variables. There is also a variance (R squared = 20.17). While the P value is still small (>0.05), This makes it clear that the factors affecting employee participation at Bank Muscat contribute to the failure to achieve the bank's goals.

It should be noted that there are many factors that clearly affect employee participation in organizations. It is important for company leaders to pay attention to these factors and strive to deal with them effectively so that they are not a reason for the organisation's failure to achieve its goals. Addressing the factors that influence employee engagement will enhance employee satisfaction and performance, resulting in increased production, employee engagement, and achieving the organisation's goals (Nguyen & Pham, 2020).

4.23 Bank Muscat has performance recognition programmes in place to recognise and reward employees for their contributions and achievements.

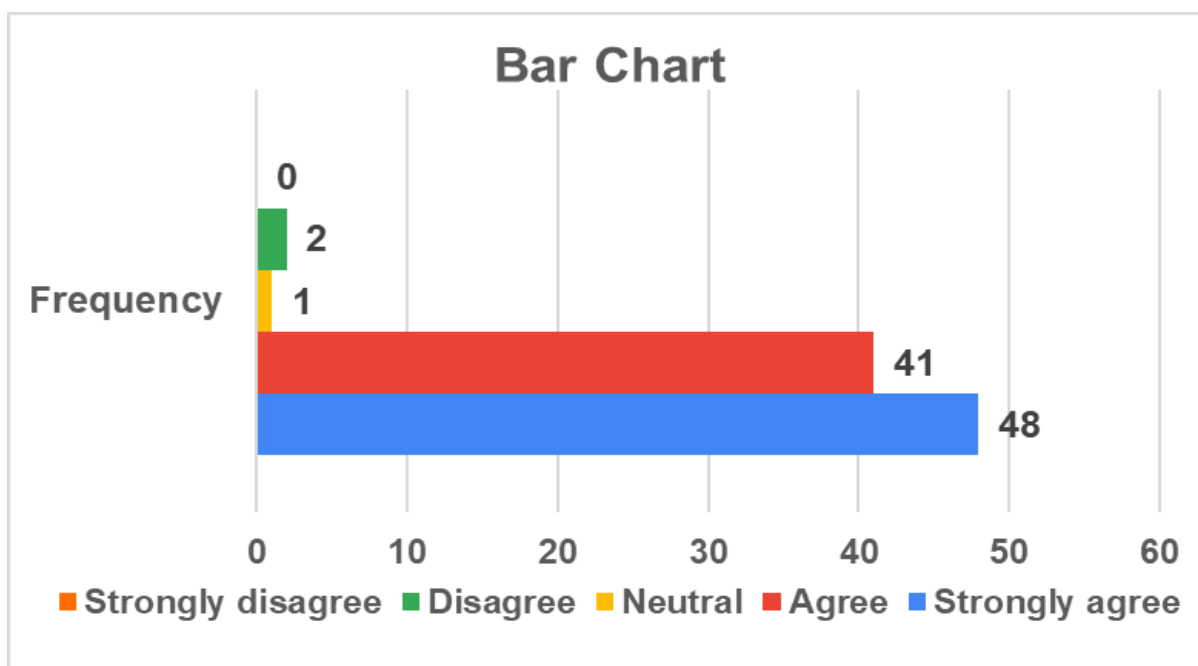


Figure 4. 19: Chart for question 25

Frequency Distribution			
Options	Responses number		Percentage
Strongly agree	48	0.522	52.2%
Agree	41	0.445	44.5%
Neutral	1	0.011	1.1%
Disagree	2	0.022	2.2%
Strongly disagree	0	0	0
Total	92	1	100%

Table 4. 25: Frequency distribution for question 25

The table and graph presented the responses to the above question, revealing that 48 participants (52.2%) strongly agreed that Bank Muscat has performance recognition programmes in place to recognise and reward employees for their contributions and achievements, 41 participants (44.5%) agreed, and 1 participant (1.1%) was neutral. On the other hand, 2 participants (2.2%) disagreed, while no participant expressed strong disagreement. Through this question, the researcher sought to find out whether Bank Muscat has performance recognition programmes to recognise and reward employees for their contributions and achievements. Accordingly, it is clear from the responses of the respondents, which included the vast majority with an answer of “agree” and “strongly agree,” which constitutes 96.7% of the respondents’ answers, that Bank Muscat has performance appreciation programmes to appreciate and reward employees for their contributions and achievements. This is a great incentive for employees to provide the best and increase their interaction and participation to achieve the bank’s goals.

Recognizing employee efforts is a motivating factor in increasing employee engagement. The compensation schedule, benefits, and opportunities for advancement make employees more employable, even if the work environment is stressful. However, if they do not receive fair compensation and all the necessary benefits for their position, they may experience a decrease in engagement and job satisfaction, potentially leading them to seek alternative employment opportunities (Perez, 2021).

4.24 Bank Muscat seeks to set clear goals for employees so that their work is purposeful and effective to achieve a high level of performance and satisfaction and increase employee participation in achieving the bank’s objectives.

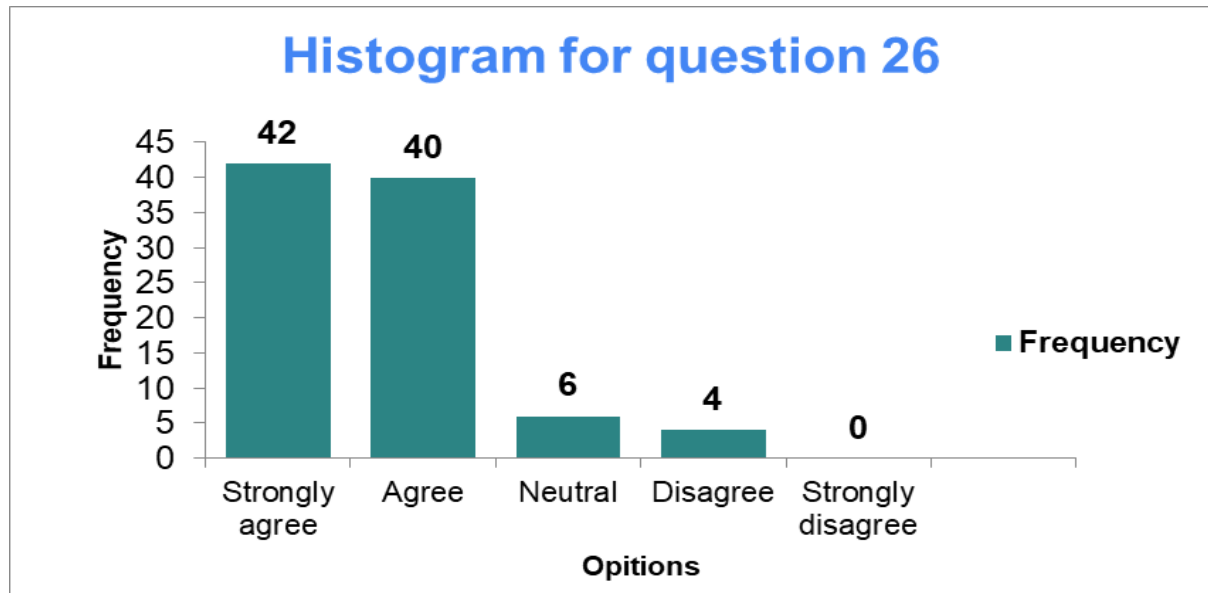


Figure 4. 20: Chart for question 26

Frequency Distribution			
Options	Responses number		Percentage
Strongly agree	42	0.457	45.7%
Agree	40	0.435	43.5%
Neutral	6	0.065	6.5%
Disagree	4	0.043	4.3%
Strongly agree	0	0	0
Total	92	1	100%

Table 4. 26: Frequency distribution for question 26

It is important to know whether Bank Muscat seeks to set clear objectives for employees so that their work is purposeful and effective to achieve a high level of performance and satisfaction and increase employee participation in achieving the bank’s objectives. After examining the answers in the table and graph, it is clear that 42 participants (45.7%) strongly agreed, 40 participants (43.5%) agreed, 6 participants (6.5%) were neutral, 4 participants (4.3%) disagreed, and none disagreed. Very involved. The responses from the participants, comprising 82 out of 92 strongly agreeing and agreeing responses, demonstrate that Bank Muscat formulates goals in a professional manner, ensuring they are comprehensible, clear, and align with the bank's objectives. The plan also considers the employee levels, enabling

them to reach and accomplish the goals in accordance with the established strategy. When the goals are clear, the bank employees will be committed to achieving them and will be actively involved in achieving them, resulting in increased productivity and satisfaction with the bank.

Workers who identify their work as meaningful will pay more attention and feel more engaged when they are on the job. Employers can enhance worker satisfaction and engagement by implementing concrete steps that demonstrate how their job contributes positively to the firm's clients. Each worker who can make their work meaningful will have a high probability of engagement in the work, and the workers will feel more committed to their employer on a long-term basis that directs their engagement and motivation (Tambunan, 2019).

4.25 Bank Muscat provides adequate resources allocated to employee training and development programmes within the bank to enhance skills and employee engagement.

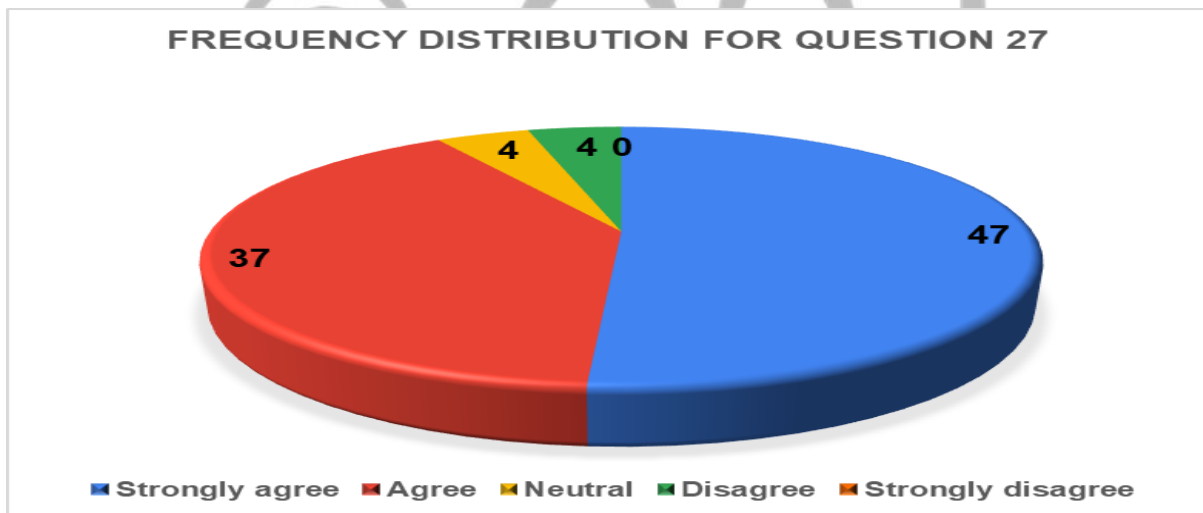


Figure 4. 21: Chart for question 27

Frequency Distribution			
Options	Responses number		Percentage
Strongly agree	47	0.511	51.1%
Agree	37	0.403	40.3%
Neutral	4	0.043	4.3%
Disagree	4	0.043	4.3%
Strongly agree	0	0	0
Total	92	1	100%

Table 4. 27: Frequency distribution for question 27

The table and graph above clearly display the respondents' responses, revealing that 47 participants (51.1%) strongly agree that Bank Muscat allocates sufficient resources to employee training and development programs within the bank to enhance skills and engage employees. Meanwhile, 37 participants (40.3%) also expressed agreement, while only 4 (4.3%) were neutral, 4 (4.3%) disagreed, and no participant strongly disagreed. The vast majority of respondents responded with "agree" and "strongly agree," which amounted to 91.4%. This confirms that Bank Muscat's management places a significant emphasis on employee participation, allocating financial resources for this critical aspect and offering training and development programmes to improve employees' skills, thereby increasing their effectiveness and involvement in achieving the bank's objectives.

Organisations should focus on allocating a financial budget for employee training programmes so that they become highly competent and able to carry out their duties. Training opportunities should be available to employees. Which motivates them, increases their knowledge, and develops their skills, which enhances their effective participation in the organisation and gives them the confidence to speak and express their development proposals at work. Companies grow through the growth of their employees, who are key to achieving their goals. Paying attention to developing employees' skills and knowledge will make them more prepared, enthusiastic, and committed to participating (McManus & Mosca, 2015).

4.26 Interview questions

4.26.1 What are the impacts of employee engagement on employee performance and satisfaction in Bank Muscat?

As the manager of one of Bank Muscat's branches in Al Dakhiliyah Governorate, I see that employee engagement is very important for the bank's future. If done well, employee engagement can have a positive impact on employee performance and satisfaction. Employee engagement has a positive impact on increasing the performance and satisfaction of the bank's employees. The bank achieves this by implementing policies and strategies that enhance employee satisfaction, thereby boosting their performance. Consequently, employee engagement plays a crucial role in achieving the bank's objectives.

4.26.2 How is the relationship between employee engagement, employee performance, and satisfaction in Bank Muscat?

For Bank Muscat, the relationship between employee engagement, employee performance, and satisfaction is very positive. This is because the bank appreciates and respects the efforts of employees and supports them by providing training workshops and courses that help them develop their skills. The bank also supports and encourages increased communication between managers and employees on an ongoing basis. In addition, the bank takes into account important aspects such as honors, promotions, and incentive bonuses for employees. The bank encourages employee engagement through the policies it follows, resulting in improved employee performance and satisfaction. Bank Muscat invests heavily in fostering employee engagement, as it directly contributes to enhancing employee performance and satisfaction, ultimately leading to increased productivity and the achievement of the bank's objectives.

4.26.3 What are the employee engagement strategies in Bank Muscat?

Bank Muscat follows a strategy that supports and improves employee engagement. The bank organises recreational trips for employees, including various competitions, to increase interaction and create a family atmosphere between officials and employees outside of work. The bank also provides courses and workshops to help employees develop and acquire skills. In addition, the bank pays bonuses in appreciation of the employees' efforts. In recognition of their circumstances, the bank also assigns employees to branches near their homes.

4.27 Conclusion

In this chapter, the researcher processed and analyzed the survey data collected from the research sample, which consisted of 92 Bank Muscat employees from various bank branches across the Sultanate of Oman's governorates. The researcher used Excel in the process of analysing the data and converting it into graphs and tables. Following this, the researcher provided commentary on the data, taking into account the responses from the participants. Through analysing the data, the researcher reached many facts and results about the impact of employee engagement on employee performance and satisfaction in Bank Muscat. In the next

chapter, the researcher will discuss the conclusion and summary findings, in addition to the recommendations and limitations of the study and future research.

CHAPTER 5: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter discusses a summary of the findings reached by the researcher through the information he collected and discussed in this study. After that, the researcher's recommendations will be discussed in order to increase employee participation so that it has a positive impact on the performance and satisfaction of employees at Bank Muscat. In addition, limitations, future research, and the final conclusion of this study will be discussed.

5.2 Summary of Findings

5.2.1 To evaluate the impact of employee engagement on employee performance and satisfaction in Bank Muscat

The study's findings indicated that employee engagement has a positive impact on employee performance and satisfaction. Employee engagement affects employee performance by influencing the individual performance of employees. Research reveals that employees who are more engaged demonstrate a higher level of dedication to meeting their performance expectations, regardless of the required production rates. They are also more creative and motivated to carry out their duties, achieving the highest rates of performance in their tasks. They also have the ability to innovate and develop more effectively. In terms of employee satisfaction, the results indicate that employee engagement plays an important role in enhancing working relationships between employees, employers, and managers. The higher the percentage of employees who feel engaged at work, highly motivated to perform daily tasks, and well-dedicated, the happier they are with their job.

Through the survey, the participants agreed that the participation of Bank Muscat employees is very strong and that the bank deals with it effectively. They also agreed that employee participation is of great value to the bank. The participants also agreed that they

realise the importance of their participation in the bank and that it is of great benefit in achieving the bank's objectives. The results also showed that participants agreed that employee participation has a significant positive impact on employee performance and satisfaction. In addition, participants agreed that highly engaged employees at Bank Muscat enjoy a high level of performance and satisfaction.

5.2.2 To examine the relationship between employee engagement, employee performance, and satisfaction in Bank Muscat

The results of the study indicated a very positive relationship between employee engagement and job satisfaction. Many satisfied employees spend a large part of their day in the organisation in order to achieve the organisation's goals, most of which provide a competitive advantage. Additionally, when employees achieve job satisfaction through the organization's provision of moral or material benefits, it manifests in their loyalty and affiliation to the organization, leading to sincerity in their work and increased interaction with the management. The results also indicated that the rate of employee participation increases due to the job satisfaction that the organisation has worked to achieve through what it provides to its employees. There is a direct relationship between employee participation and job satisfaction; that is, the greater employee job satisfaction, the greater their participation in achieving the organisation's goals.

The study's findings also indicated a positive relationship between employee engagement and employee performance. The organisation should foster employee engagement by motivating and selecting high-performing employees, maintaining constant communication, expressing appreciation, providing a conducive environment for them to share their ideas, rewarding their efforts with promotions, and ensuring equal opportunities for all employees. This approach increases employees' enthusiasm and desire to actively participate in achieving the organisation's goals, resulting in the highest rates of production and profits. Additionally, the results show a positive correlation between employee engagement and employee performance. We can say that higher employee engagement leads to greater employee performance within the organisation, resulting in high performance and gains.

According to the survey results, the participants agreed that there is a positive relationship between employee engagement, employee performance, and satisfaction.

Participants agreed that Bank Muscat's emphasis on employee engagement will contribute to increasing employee performance and help the bank achieve its goals. Employee participation can also achieve employee satisfaction when employees feel important and the bank management cares about them, giving them the opportunity to express their ideas and suggestions as well as providing everything they need. All of this will contribute to achieving employee satisfaction. In addition, the results showed that the participants agreed that the most involved employees enjoy high performance and satisfaction, and that employee participation reflects employee behaviour in terms of the amount of performance they provide to achieve goals and the extent of satisfaction they enjoy with the bank and its management.

5.2.3 To assess the employee engagement strategies in Bank Muscat

The study's findings highlighted the importance of organisations implementing strategies tailored to their industry to maintain high levels of employee engagement, achieve organisational objectives, and retain employees over an extended period of time. The study's findings also highlighted several strategies that organisations can implement, the most crucial of which are Training employees in order to develop skills and knowledge, setting challenging but achievable goals, and conducting surveys to gauge employees' aspirations and satisfaction with their level of engagement. Besides motivating and rewarding employees, organisations should also prioritise work recognition, career advancement, and succession planning.

The results confirmed that the participants agreed that Bank Muscat follows a good employee engagement strategy in order to achieve the bank's goals. The results also demonstrated that Bank Muscat views supporting and motivating the most engaged employees as a strategic approach, given their significant importance and potential contribution to the bank's future goals and success. As a result, the bank motivates them through honors, promotions, courses, and bonus payments. Given the bank's management's understanding of the importance of employee engagement and its positive impact on the bank's future business, the bank also aims to develop training programmes as an additional strategy to encourage employee engagement. The results also showed that Bank Muscat has dedicated channels for employees through which they can provide their feedback and suggestions regarding employee engagement initiatives, and that the bank has a dedicated team that implements, monitors, and evaluates employee engagement within the strategies followed by the bank. In addition, the

bank conducts regular surveys to measure the level of employee engagement in various aspects, as the bank's senior management recognises the importance of employee engagement.

5.2.4 To analyze the factors affecting employee engagement in Bank Muscat

The study's results revealed a multitude of factors that directly influence employee engagement. These factors may have a positive or negative impact on employee engagement, depending on the organisation's procedures for managing these various types of factors. The study's findings reveal that the work environment and career advancement are among the factors. In addition to job satisfaction, meaningful work, and clear goals, the better the organisation deals with these factors in a professional manner, the more these factors will positively affect employee engagement, and thus these factors will improve employee engagement and help the organisation achieve its planned goals.

The results reveal that the respondents concur that a variety of factors influence employee participation at Bank Muscat, and if the bank's management fails to effectively address these factors, it could hinder the bank's efforts to achieve its goals. The results also showed that Bank Muscat has programmes to appreciate performance and reward employees for their contributions and achievements, and this is a great incentive for employees to provide the best and increase their interaction and participation to achieve the bank's goals. Furthermore, the results demonstrate that the bank formulates goals in a professional manner, ensuring they are comprehensible and clear, align with the bank's objectives, and consider employee levels to facilitate their attainment. Additionally, the bank allocates financial resources for training and development programs aimed at enhancing employees' skills.

5.3 Conclusion

The study covered a discussion of the impact of employee engagement on employee performance and satisfaction at Bank Muscat, the relationship between employee engagement and employee performance and satisfaction, and the strategies followed by Bank Muscat in employee engagement, in addition to the factors that affect employee engagement at Bank Muscat. In this study, the researcher employed an exploratory descriptive approach, reviewing and examining previous research and literature to draw conclusions about the study's subject. The study population consisted of Bank Muscat and all its branches, with a random sample of 100 employees selected from the bank's various branches across the Sultanate of Oman

governorates. In order to ensure the collection of information necessary to complete the study, the researcher used primary sources, namely the questionnaire and interviews. The researcher also used secondary sources, which included a review of previous studies related to the study's subject. After collecting information from the study sample using a questionnaire, the researcher analysed the data using Excel, converting it into tables and graphs through regression analysis, correlation analysis, statistical description, and frequency distribution.

This study showed several results, the most important of which is that employee participation has a very positive impact on the performance and satisfaction of employees at Bank Muscat and that there is a positive relationship between employee participation on the one hand and the performance and satisfaction of employees at Bank Muscat on the other hand, and this comes through the incentives that the bank provides to employees. Bank Muscat implements training programmes and fosters effective communication among its employees. The study's findings also demonstrated that Bank Muscat employs a variety of strategies to improve and maintain employee engagement. Furthermore, the study's findings revealed that there are numerous factors that positively affect employee engagement if Bank Muscat focuses on them. The study's results also revealed that the bank allocates a special budget to enhance employee participation by developing skills through training courses and workshops, that employee participation levels are good, and that the bank places a high priority on employee participation due to its critical role in achieving the bank's goals.

5.4 Recommendations

Employee engagement is critical to achieving an organization's overall goals and making them more competitive in the industry in which they operate. The impact of employee engagement is also reflected in the performance and satisfaction of employees in the organization. Therefore, organisations must constantly strive to ensure that employee engagement is present and effective. Therefore, the researcher suggests several recommendations for Bank Muscat to enhance employee engagement. These recommendations aim to motivate employees and influence them positively to increase their performance and level of satisfaction with the bank, which enhances competitive advantage and achieves the bank's goals in this industry. Some of these recommendations include:

5.4.1 Enhance and maintain employee engagement

The researcher suggests that Bank Muscat implement a solid plan to enhance employee engagement and maintain it continuously and effectively. This can be achieved by implementing various programmes for employees, such as training programmes that enhance their skills and knowledge. This, in turn, instills in them the courage to perform at their best, thereby enhancing their participation. Additionally, the bank should provide everything necessary to ensure their satisfaction, such as rewards, bonuses, and recognition for their efforts, all of which can enhance their participation. This approach aids in the achievement of goals and enhances the bank's competitive advantage.

5.4.2 Increase investment in employee engagement

The researcher suggests that Bank Muscat increase investment in employee participation programmes and plans because of their direct impact on raising the performance and satisfaction of employees at Bank Muscat by allocating an annual budget to implement various programmes that increase and support employee participation in achieving the bank's goals.

5.4.3 Using modern technologies to enhance employee engagement

The researcher proposes that Bank Muscat use modern technologies to facilitate employee participation in achieving Bank Muscat's goals and plans, which will increase performance and satisfaction. This can be done through the presence of modern equipment and devices that help employees carry out their tasks with accuracy and appropriate speed in order to achieve a high level of performance, which will enhance their satisfaction with the bank as it provides everything that is new and takes care of what staff need to carry out the tasks required of them.

5.4.4 Enhancing interaction and communication between the bank's departments and branches

The researcher proposes to Bank Muscat to enhance interaction and communication between the bank's departments and branches by offering joint workshops and implementing

sessions and meetings, even if they are outside official working hours and in locations outside the bank's framework, such as reserving halls in hotels and rest houses, in order to create a comfortable communication environment for employees to discuss ways in which it will enhance employee engagement and increase their performance and satisfaction.

5.4.5 Honour and motivate employees

Recognition and motivation play an important role in enhancing employee engagement and thus contribute to significantly increasing employee performance and satisfaction. Therefore, the researcher suggests that Bank Muscat should do more to appreciate the efforts of employees by providing appropriate and fair honoring to the most involved employees in order to motivate others to raise their level of participation and performance. Honoring makes the employee more loyal and satisfied with the bank's management, which motivates him to exert more effort to complete tasks professionally and in record time.

5.5 Limitations

5.5.1 Limited time

This study was conducted within a limited period of three and a half months (14 weeks). This period is very short and insufficient to complete such in-depth studies, where the researcher must carefully evaluate the study problem to obtain accurate and clear results. In addition, the researcher did not expect external interference to affect the time frame he set for completing the study. The researcher faced several challenges, most notably the delay in obtaining responses from participants in the survey. This impacted the timeline for delivering the fourth chapter on data analysis.

5.5.2 The study's scope is limited

In this study, the researcher focused on the impact of employee engagement on employee performance and satisfaction at Bank Muscat. While the researcher's selection of Bank Muscat for this study was commendable, it would have been beneficial to include a comparison with other banks operating in the same industry in the Sultanate of Oman. This would have broadened the scope of the study and enhanced its comprehensiveness, accuracy, and clarity of information and results.

5.5.3 Limited study population and sample size

In this study, Bank Muscat represented the study population, and this is not enough to say that Bank Muscat represents the entire industry, so it would have been better for the study to include several banks operating in the same industry. Additionally, the limited size of the study sample may lead to less accurate results, as it may not accurately represent all bank employees. Therefore, it would be beneficial to expand the study sample to include a larger number of employees, thereby enhancing the quality and comprehensiveness of the study's findings.

5.6 Future Research

Future research should have a longer duration, ideally at least 6 months, to enable the researcher to expand their study, achieve accuracy, and gather sufficient background information from previous studies. To make the results more accurate, it is necessary to expand the study population to include several banks in the various governorates of the Sultanate of Oman. It is also important to expand the study sample to include a larger number of employees so that the results are more accurate. In the coming period, it is necessary to expand the study of modern strategies and technologies that motivate employees to participate actively to improve employee performance and satisfaction. It also requires studying the challenges faced by banks in the future to improve employee engagement.

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