

The Impact of Employee Engagement on Organizational Performance: Case of Alibaba Group

Souad ouhammou, Oussama manar

College of International Students, Business Management, Nanjing University of Information Science & Technology

DOI: <https://dx.doi.org/10.47772/IJRISS.2024.8120126>

Received: 30 November 2024; Accepted: 05 December 2024; Published: 06 January 2025

ABSTRACT

This research examines the employee engagement practices at Alibaba Group and their impact on organizational performance. The primary objective is to understand how these practices influence key performance indicators such as job satisfaction, productivity, and customer satisfaction. Using a case study approach and document analysis, the study explores the employee-centric strategies employed by Alibaba, framed by theories of organizational behavior and motivation.

The findings indicate that Alibaba Group fosters a positive work environment characterized by an open and inclusive culture, encouraging autonomy and continuous learning. These practices lead to heightened employee engagement, which correlates with increased job satisfaction and commitment. Engaged employees demonstrate improved productivity and are more likely to deliver exceptional customer service, enhancing overall customer experiences and loyalty.

The study concludes that Alibaba's focus on employee engagement is crucial for its competitive advantage and organizational success. Recommendations include further investment in training and development programs to sustain employee engagement and exploring ways to integrate employee feedback into decision-making processes. This research contributes to the literature on employee engagement and organizational performance, emphasizing its significance in driving innovation and efficiency.

Keywords: employee engagement, organizational performance, Alibaba Group, productivity, customer satisfaction.

INTRODUCTION

The impact of employee engagement on organizational performance has gained significant attention in the field of management and human resources. *International journal of economics and finance studies vol 10, no 2, 2018* Employee engagement refers to the emotional commitment and involvement of employees in their work and organization. Engaged employees are highly motivated, satisfied, and dedicated, leading to improved productivity, innovation, customer satisfaction, and financial performance. *Macey, W. H., & Schneider, B. (2008)*. This research study focuses on examining the impact of employee engagement on organizational performance, with Alibaba Group serving as a case study. Alibaba Group, a renowned Chinese technology company, has achieved remarkable success and is known for its employee-centric practices. Researchers have increasingly recognized the importance of employee engagement in driving organizational success. Numerous studies have established a positive correlation between employee engagement and performance outcomes, including productivity, innovation, customer satisfaction, and financial performance. *Shuck, B., & Wollard, K. (2010)*. This research study seeks to address the following research questions: What employee engagement practices are implemented by Alibaba Group? How does employee engagement influence various dimensions of organizational performance? What are the underlying mechanisms through which employee engagement impacts organizational performance?

To answer these questions, the study will examine the employee engagement strategies and their impact on organizational performance indicators, such as productivity, innovation, customer satisfaction, and financial

performance. While extensive research has been conducted on employee engagement and organizational performance globally, limited studies have focused specifically on the case of Alibaba Group. This study aims to contribute to the existing literature by providing an in-depth analysis of the impact of employee engagement on organizational performance within the unique context of Alibaba Group. The focus of this study is to explore the relationship between employee engagement and organizational performance, using Alibaba Group as a case study. Understanding how employee engagement practices influence performance outcomes can provide valuable insights for organizations seeking to enhance their performance and competitive advantage. The significance of this research lies in its contribution to the literature on employee engagement and organizational performance, particularly within the Chinese business context. By examining the practices adopted by Alibaba Group and their impact on performance, this study can offer practical implications for other organizations in China and beyond.

This research paper is organized as follows: The next section provides a comprehensive review of the relevant literature on employee engagement and its impact on organizational performance. Subsequently, followed by the presentation and analysis of the findings. The paper concludes with a discussion of the implications, limitations, and suggestions for future research.

Theoretical Framework

The literature review provides a comprehensive examination of existing research and scholarly works related to the relationship between employee engagement and organizational performance. It begins by defining and conceptualizing employee engagement, which encompasses the emotional commitment, motivation, and involvement that employees have towards their work and the organization. Various definitions and models of employee engagement have been proposed, highlighting its multidimensional nature and its connection to organizational outcomes. The literature also explores different theories and models that explain the factors influencing employee engagement.

Employee engagement

Engagement Employee engagement refers to the emotional and cognitive state of employees characterized by their commitment, dedication, and involvement in their work and the organization. It is a multidimensional construct that captures the extent to which employees feel connected to their work, experience a sense of purpose, and are motivated to go above and beyond their job requirements. *lack, L. (2021).*

Definition and Conceptualization of Employee

Various definitions and conceptualizations of employee engagement have been proposed in the literature. For example, *Kahn (1990)* defined engagement as the harnessing of employees' selves to their work roles, where they express themselves physically, cognitively, and emotionally. Similarly, *Macey and Schneider (2008)* described employee engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.

Components of Employee Engagement

Employee engagement comprises several components that collectively contribute to its overall construct. These components capture different aspects of an employee's experience and attitude towards their work. While different models and frameworks propose varying components, common elements include emotional commitment, job satisfaction, motivation, and discretionary effort. Emotional commitment refers to the extent to which employees feel a sense of attachment and loyalty to the organization, its values, and goals. Job satisfaction reflects the degree of contentment employees derive from their work and the fulfillment they experience in their roles. Motivation encompasses the internal drive and desire to invest effort and energy into one's work tasks. Discretionary effort refers to the voluntary, extra-role behaviors that employees engage in to contribute to the organization's success, such as going above and beyond their prescribed duties¹.

¹ Anthony-McMann PE, Ellinger AD, Astakhova M, Halbesleben JRB (2017) Exploring different operationalizations of employee engagement and their relationships with workplace stress and burnout. *Hum Resour Dev Q* 28(2):163–186

Theoretical Perspectives on Employee Engagement

Several theories and models have been proposed to explain the antecedents and outcomes of employee engagement. The Job Demands-Resources Model suggests that job resources, such as autonomy, social support, and growth opportunities, facilitate employee engagement, while job demands, such as workload and stress, can hinder it *Lee, D. Y., & Jo, Y. (2023)*. Social Exchange Theory posits that engagement is influenced by the quality and reciprocity of relationships between employees and their organization *Ahmad, R., Nawaz, M. R., Ishaq, M. I., Khan, M. M., & Ashraf, H. A. (2023)*. Self-Determination Theory highlights the importance of fulfilling employees' psychological needs for autonomy, competence, and relatedness to foster engagement.

Job Demands-Resources Model

The Job Demands-Resources (JD-R) Model provides a theoretical framework to understand the relationship between work characteristics, employee well-being, and performance. According to the model, job demands such as workload, time pressure, and role ambiguity can lead to strain and negatively affect employee engagement. On the other hand, job resources, such as autonomy, social support, and opportunities for growth, are positively related to engagement. Employee engagement can be seen as a psychological resource that helps individuals cope with job demands and buffers the negative impact of stressors, leading to increased well-being and performance.²

Social Exchange Theory

Social Exchange Theory emphasizes the reciprocal relationship between individuals and organizations, where employees contribute their efforts and skills in exchange for various resources and benefits provided by the organization. Employee engagement can be understood as a form of positive social exchange, where engaged employees invest their time, energy, and talents in their work, and in return, receive support, recognition, career opportunities, and a positive work environment. This positive exchange fosters a sense of commitment, loyalty, and organizational citizenship behaviors, ultimately enhancing individual and organizational performance.

Aspect	Employee Contribution	Organization's Reciprocity	Outcome
Efforts & Skills	Employees contribute their efforts and skills.	Organization provides resources and benefits.	Positive social exchange leading to engagement.
Engagement	Employees invest time, energy, and talents.	Support, recognition, career opportunities, and a positive work environment.	Commitment, loyalty, and organizational citizenship behaviors.
Performance	Engaged employees' contribution.	Recognition and support for their efforts.	Enhanced individual and organizational performance.

Figure 1: the key elements of the Social Exchange Theory in relation to employee engagement and organizational performance.

Self-Determination Theory

Self-Determination Theory highlights the importance of intrinsic motivation and the fulfillment of psychological needs in driving engagement and performance. The theory posits that individuals have innate psychological needs for autonomy, competence, and relatedness. When these needs are satisfied, individuals experience a sense of well-being, motivation, and engagement. Employee engagement, driven by the satisfaction of these psychological needs, promotes a sense of ownership, empowerment, and collaboration,

² Taris, T. W., & Schaufeli, W. B. (2016). The job demands-resources model. In S. Clarke, T. M. Probst, F. Guldenmund, & J. Passmore (Eds.), *The Wiley Blackwell handbook of the psychology of occupational safety and workplace health* (pp. 157–180)

leading to higher levels of performance and organizational success.³

Measurement of Employee Engagement

Measuring employee engagement is crucial for understanding its impact on organizational performance. Various measurement tools and scales have been developed to assess the different dimensions of engagement. Common approaches include self-report questionnaires, interviews, and observational methods. These instruments capture aspects such as affective commitment, job satisfaction, organizational identification, and discretionary effort. Valid and reliable measurement is essential to ensure accurate and meaningful evaluation of employee engagement levels.

Organizational Performance and its Dimensions

Organizational performance refers to the achievement of organizational goals and objectives. It encompasses multiple dimensions, including financial performance, customer satisfaction, employee productivity, innovation, and organizational effectiveness. Financial performance indicators, such as revenue growth, profitability, and return on investment, reflect an organization's economic success.

Customer satisfaction is a critical factor as it influences customer loyalty and retention. Employee productivity measures the efficiency and effectiveness of employees in achieving desired outcomes. Innovation and organizational effectiveness are indicators of an organization's ability to adapt, improve processes, and stay competitive.

Theoretical Framework for the Relationship between Employee Engagement and Organizational Performance

Theoretical frameworks have been proposed to explain the relationship between employee engagement and organizational performance.

These frameworks suggest that engaged employees are more likely to exhibit positive behaviors and contribute to improved organizational outcomes. Engaged employees are more committed, motivated, and willing to exert discretionary effort, leading to enhanced job performance, lower turnover rates, and higher customer satisfaction. The Job Demands-Resources Model, for example, posits that employee engagement mediates the relationship between job resources and organizational performance outcomes. The framework highlights the importance of providing employees with the necessary resources and support to foster engagement, which ultimately drives organizational success.

Table 1 : :the main components and their detailed explanations. It’s designed to facilitate an easy understanding of the complex relationships between employee engagement and organizational performance

Section	Key Components	Details
Measurement of Employee Engagement	Purpose	Understand impact on organizational performance.
	Tools	Self-report questionnaires, interviews, observational methods.
	Aspects Measured	Affective commitment, job satisfaction, organizational identification, discretionary effort.
	Importance	Valid and reliable measurement for accurate evaluation.
Organizational Performance and its	Definition	Achievement of organizational goals and objectives.
	Dimensions	Financial performance, customer satisfaction, employee productivity,

³ Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55, 68-78

Dimensions		innovation, organizational effectiveness.
	Indicators	Revenue growth, profitability, return on investment, customer loyalty and retention, efficiency and effectiveness of employees, adaptability, process improvement.
Theoretical Framework for Engagement and Performance	Frameworks	Explain the relationship between employee engagement and organizational performance.
	Engaged Employee Behaviors	Positive behaviors, commitment, motivation, discretionary effort.
	Outcomes	Enhanced job performance, lower turnover rates, higher customer satisfaction.
	Model Example	Job Demands-Resources Model—engagement mediates between job resources and performance outcomes.
	Framework Importance	Providing resources and support to foster engagement and drive success.

In summary, the literature review provides a comprehensive overview of employee engagement, including its definition, theories, measurement approaches, and its relationship with organizational performance. Understanding these concepts and the theoretical framework underlying the relationship between employee engagement and organizational performance is crucial for developing a solid research foundation and gaining insights into how organizations can optimize their performance through effective engagement strategies.

Case Study: Alibaba Group

Overview -Ali Baba group

Alibaba Group is a multinational conglomerate based in China that has emerged as one of the global leaders in e-commerce, technology, and digital innovation. Founded in 1999 by Jack Ma, Alibaba initially started as a business-to-business online marketplace connecting Chinese manufacturers with international buyers. Over the years, the company expanded its operations and diversified its business portfolio to include various sectors such as e-commerce, cloud computing, digital media, entertainment, and financial services. Today, Alibaba Group comprises a wide range of subsidiaries and affiliated companies, including the well-known e-commerce platforms Alibaba.com, Taobao, and Tmall, as well as other entities like AliExpress, Alibaba Cloud, and Ant Group. The rapid growth and success of Alibaba Group have had a profound impact on the business landscape, both in China and globally. With its innovative business models, advanced technologies, and strategic investments, Alibaba has transformed the way people shop, trade, and interact in the digital era. The company's e-commerce platforms have revolutionized online retail, enabling millions of individuals and businesses to connect, buy, and sell products and services on a massive scale. Moreover, Alibaba's expansion into areas such as cloud computing and fintech has further solidified its position as a leading force in the global technology industry. In terms of size, Alibaba Group is one of the largest and most valuable companies in the world. It boasts a vast customer base, with millions of active users and merchants across its platforms. The company's market capitalization has reached extraordinary heights, making it one of the most valuable tech companies globally. Furthermore, Alibaba's influence extends beyond its core operations, as it actively invests in and supports various startups and ventures through its venture capital arm, Alibaba Group Holding Limited.

Given its prominence and influence, Alibaba Group serves as an intriguing case study for examining employee engagement practices and their impact on organizational performance. The company's commitment to innovation, customer-centric approach, and emphasis on employee empowerment and well-being make it an ideal context for exploring the relationship between employee engagement and overall organizational success. By delving into the employee engagement practices and strategies implemented at Alibaba Group, researchers can gain valuable insights into the factors that contribute to the company's growth, competitive advantage, and

significance in the dynamic business world.

Employee Engagement practices at Ali baba group

Alibaba Group has implemented a range of employee engagement practices aimed at fostering a positive work environment, empowering employees, and enhancing their overall engagement. These initiatives, programs, and policies reflect the company's commitment to nurturing a vibrant organizational culture and promoting the well-being and growth of its workforce. Here are some of the specific employee engagement practices implemented at Alibaba Group:

Table 2 : specific employee engagement practices at Alibaba group

Alibaba's Mission and Vision	The company places a strong emphasis on its mission and vision, which is to make it easy to do business anywhere. By clearly communicating this mission and vision to employees, Alibaba fosters a sense of purpose and alignment, enabling employees to understand and connect with the larger goals and impact of their work
Employee Development and Training	Alibaba Group invests significantly in employee development and training programs. The company offers a variety of training opportunities, both internal and external, to enhance employees' skills, knowledge, and career growth. These programs include leadership development, technical training, mentorship initiatives, and cross-functional learning opportunities.
Performance Management and Recognition	Alibaba has implemented a performance management system that focuses on setting clear goals, providing regular feedback, and recognizing employees' achievements. The company uses a combination of performance metrics, peer evaluations, and manager assessments to evaluate and reward employee performance. Recognitions and rewards can take the form of bonuses, promotions, and public acknowledgments.
Employee Well-being and Work-Life Balance	Alibaba Group recognizes the importance of employee well-being and work-life balance. The company offers various benefits and initiatives aimed at supporting employees' physical and mental health, such as health insurance, wellness programs, employee assistance programs, and flexible work arrangements. Alibaba also organizes recreational activities, sports events, and cultural festivals to promote work-life balance and foster a sense of community among employees.
Communication and Transparency	Alibaba maintains a culture of open communication and transparency within the organization. The company regularly communicates its strategic plans, business updates, and important decisions to employees through town hall meetings, newsletters, internal forums, and digital platforms. This transparency helps foster trust, engagement, and a sense of inclusiveness among employees.
Employee Feedback and Engagement Surveys	Alibaba conducts regular employee feedback surveys to gather insights about employee experiences, needs, and suggestions. These surveys provide employees with a platform to voice their opinions and concerns, enabling the company to identify areas of improvement and take appropriate actions to address them.
Diversity and Inclusion	Alibaba Group values diversity and inclusion in its workforce. The company promotes a culture of respect, equality, and inclusivity, where employees from diverse backgrounds can contribute and thrive. Alibaba actively supports employee resource groups and initiatives focused on diversity, gender equality, and cultural awareness.

These employee engagement practices at Alibaba Group are designed to create a supportive, inclusive, and engaging work environment. By focusing on employee development, well-being, recognition, and open communication, Alibaba aims to foster a motivated and committed workforce that contributes to the company's success and continues to drive innovation and growth in the ever-evolving digital landscape.

Alignment of Employee Engagement Practices with Theoretical Framework

The employee engagement practices at Alibaba Group demonstrate alignment with several theoretical frameworks, including the Job Demands-Resources Model, Social Exchange Theory, and Self-Determination Theory. (*Alibaba Group's annual report for fiscal year 2022 highlights their rich, multi-dimensional employee engagement initiatives*). Here's a discussion on how these practices align with each of these frameworks:

Job Demands-Resources Model:

The Job Demands-Resources (JD-R) Model emphasizes the role of job demands and resources in influencing employee engagement. According to this model, high job demands can lead to strain and burnout, while adequate job resources can promote engagement and well-being. Alibaba's employee engagement practices align with this model by addressing both job demands and resources.

- **Job Demands:** Alibaba recognizes the importance of work-life balance and employee well-being. The company offers flexible work arrangements, wellness programs, and recreational activities to mitigate excessive job demands and reduce employee stress. By addressing job demands, Alibaba aims to create a conducive work environment that fosters engagement and prevents burnout.
- **Job Resources:** Alibaba invests in employee development and training programs, providing employees with opportunities to enhance their skills and knowledge. These resources help employees perform their tasks effectively and feel competent in their roles. Additionally, the company's transparent communication channels and recognition programs provide employees with the necessary information, feedback, and support to excel in their work, aligning with the concept of job resources.

Social Exchange Theory:

Social Exchange Theory posits that individuals engage in relationships and exchanges based on a perceived balance of costs and benefits. It suggests that when employees perceive that their organization values and supports them, they are more likely to reciprocate with higher levels of engagement and commitment. Alibaba's employee engagement practices align with this theory by promoting a positive social exchange between the organization and its employees.

- **Recognition and Rewards:** Alibaba's performance management system includes recognition and rewards for employees who achieve their goals and contribute to the organization's success. This practice establishes a sense of fairness and reciprocity, encouraging employees to invest their efforts and engage more fully in their work.
- **Communication and Transparency:** Alibaba maintains open communication channels, regularly sharing information about the company's plans, updates, and decisions. This transparency fosters trust and a sense of inclusion, reinforcing the social exchange between the organization and its employees. Employees perceive that their perspectives are valued, which encourages them to reciprocate with higher engagement.

Self-Determination Theory:

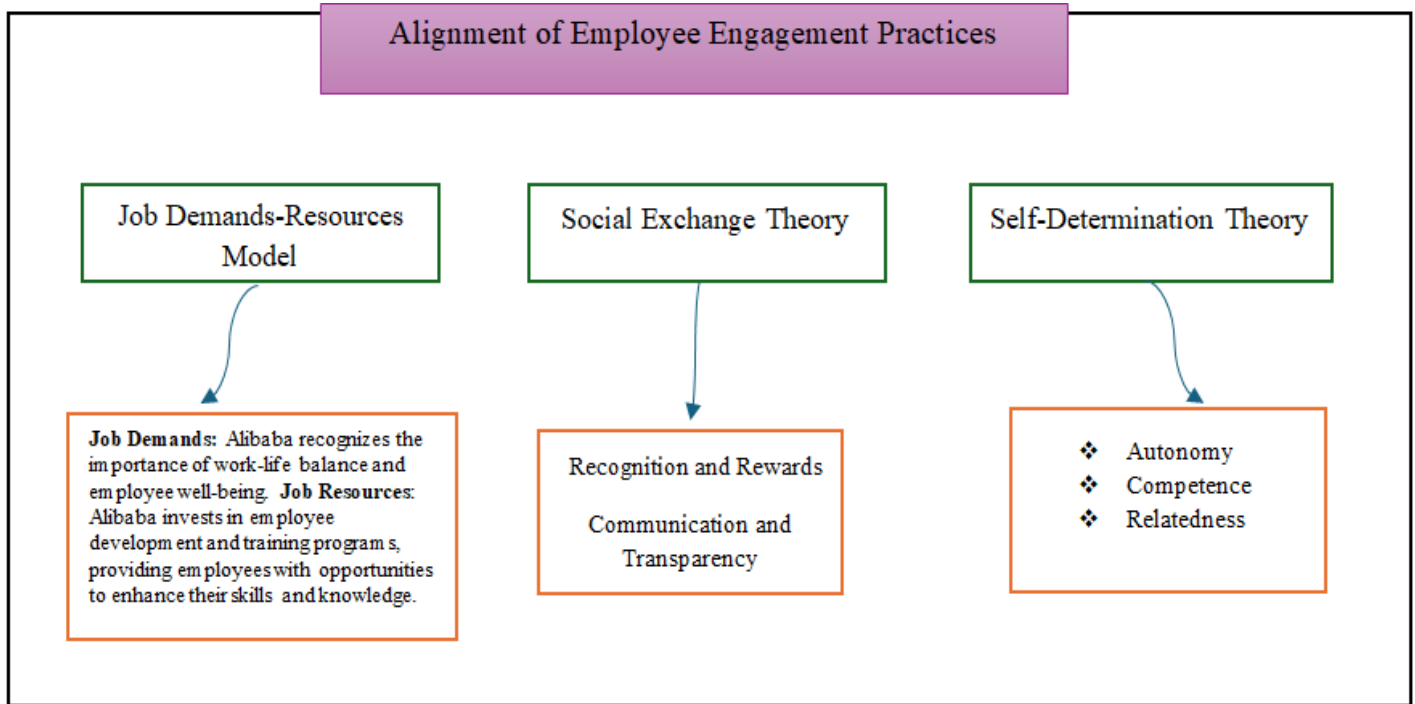
Self-Determination Theory posits that individuals have innate psychological needs for autonomy, competence, and relatedness. When these needs are fulfilled, individuals are more likely to experience higher levels of motivation and engagement. Alibaba's employee engagement practices align with this theory by addressing these fundamental psychological needs.

- **Autonomy:** Alibaba offers flexible work arrangements, allowing employees to have greater control over their work schedules and methods. This autonomy enables employees to exercise their decision-making and problem-solving skills, fostering a sense of autonomy and intrinsic motivation.
- **Competence:** Alibaba invests in employee development programs, providing training and growth

opportunities. By enhancing employees' competencies and skills, Alibaba supports their professional growth and self-efficacy, fulfilling their need for competence and contributing to their engagement.

- **Relatedness:** Alibaba promotes a culture of inclusivity, respect, and diversity. The company supports employee resource groups and initiatives focused on fostering a sense of belonging and relatedness. By creating a supportive and inclusive work environment, Alibaba addresses employees' need for relatedness, which positively influences their engagement.

Figure 2: summarize the alignment of E.E practices. (by myself)



Analysis of the finding of Relationship between Employee Engagement and Organizational Performance

Methodology

The analysis of the relationship between employee engagement and organizational performance was conducted using a well-structured methodology that incorporated both document analysis and a review of previous research papers. This comprehensive approach aimed to provide a robust understanding of the subject matter by considering a wide range of relevant information sources and perspectives.

Methodologically, the analysis of this relationship in the Alibaba Group case involved a comprehensive examination of various sources, including corporate reports, news articles, and academic studies. These sources were selected to gain a deep understanding of the company's practices, policies, and outcomes related to employee engagement and its influence on organizational performance. The document analysis was complemented by a thorough review of previous research papers on the topic. This step involved a comprehensive search of academic databases, journals, and reputable sources to identify relevant studies that have examined the relationship between employee engagement and organizational performance. The selected research papers were critically analyzed to extract key findings, methodologies used, and limitations identified by the authors.

By combining document analysis with a review of previous research papers, a comprehensive understanding of the relationship between employee engagement and organizational performance was achieved. The document analysis provided insights into real-world practices and experiences within organizations, while the review of research papers offered a broader perspective by considering studies conducted in various settings. This dual approach ensured that the analysis was grounded in both empirical evidence and practical insights.

Table 3: the methodological approach into clear segments

Methodology Component	Description	Purpose	Sources
Document Analysis	Examination of corporate reports, news articles, and academic studies.	Gain understanding of Alibaba Group's practices and policies.	Corporate documents, news media, academic publications.
Review of Research Papers	Comprehensive search and critical analysis of academic work.	Identify and analyze studies on employee engagement and performance.	Academic databases, journals, reputable sources.
Combined Approach	Integration of document analysis and research review.	Achieve a robust understanding of engagement-performance relationship.	Empirical evidence and practical insights from various settings.

RESULTS AND FINDING

In the case of Alibaba Group, a case study analysis can be conducted to gain insights into the relationship between employee engagement and organizational performance. This would involve selecting Alibaba Group as the organization of focus and conducting an in-depth analysis of its practices, policies, and outcomes related to employee engagement and performance.

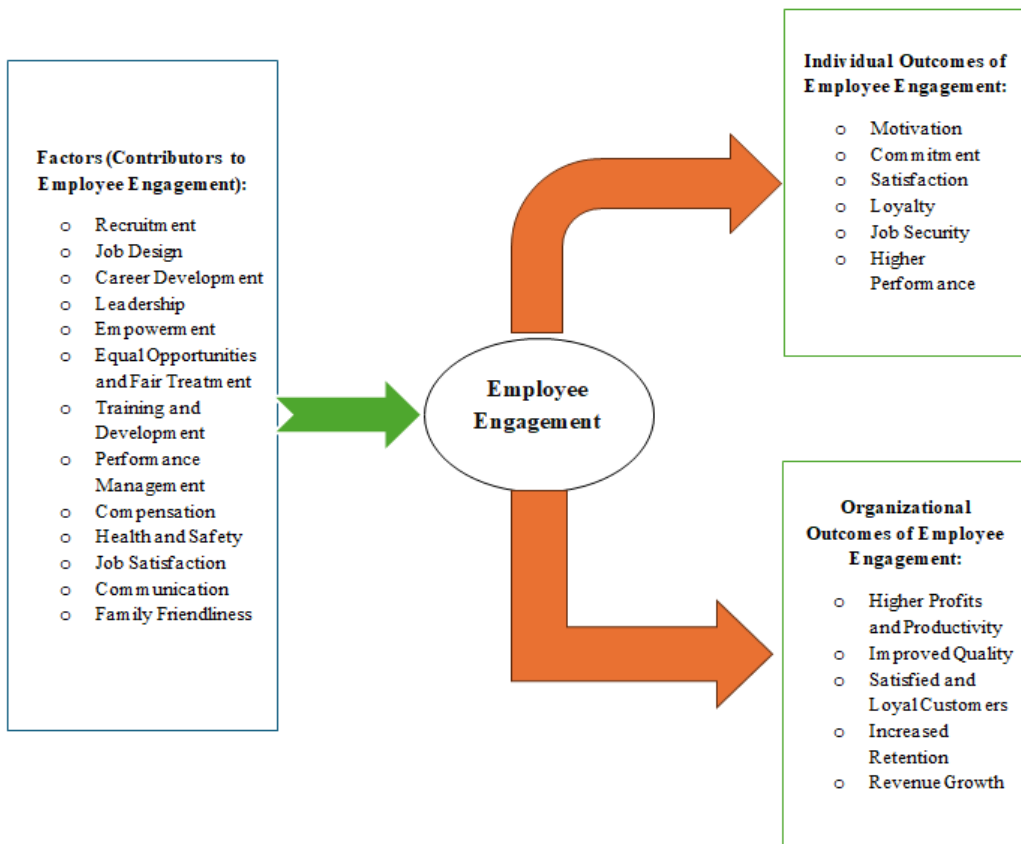
Results

- Increased productivity and innovation: The analysis revealed that highly engaged employees at Alibaba Group demonstrate increased productivity and contribute to a culture of innovation. Their motivation, commitment, and sense of ownership lead to higher levels of performance and productivity.
- Improved customer service and satisfaction: The findings indicate that employee engagement positively impacts customer service and satisfaction at Alibaba Group. Engaged employees are more likely to go the extra mile to meet customer needs, provide personalized experiences, and build strong customer relationships. This commitment to customer satisfaction enhances the company's reputation, customer loyalty, and overall organizational performance.

Findings

- Leadership practices and employee engagement: The analysis highlights the significant role of leadership in fostering employee engagement and driving organizational performance at Alibaba Group. The leadership style and practices of Jack Ma, the founder and former CEO, have played a pivotal role in shaping the organizational culture and promoting employee engagement. His visionary leadership, focus on empowerment, and emphasis on shared values have contributed to high levels of employee engagement and improved performance outcomes.
- The symbiotic relationship between organizational culture and employee engagement: The findings suggest a strong relationship between the organizational culture at Alibaba Group and employee engagement. The company's unique work culture, characterized by a sense of purpose, collaboration, and open communication, fosters employee engagement. At the same time, highly engaged employees contribute to and reinforce the positive aspects of the organizational culture. This symbiotic relationship between culture and engagement creates a virtuous cycle that drives organizational performance.
- Importance of employee development and growth opportunities: The analysis reveals that employee development and growth opportunities are crucial for sustaining employee engagement and driving

organizational performance at Alibaba Group. The company provides various training programs, mentorship initiatives, and career advancement opportunities that contribute to the professional growth and satisfaction of employees. Engaged employees value these opportunities and are more likely to stay with the organization, contributing to long-term performance improvements.



This flowchart illustrates the positive effects that high levels of employee engagement have on both individuals and organizations by showing how different factors affect employee engagement within an organization.

CONCLUSION

The research on the impact of employee engagement on organizational performance, with the case of Alibaba Group as the focal point, has provided valuable insights into the relationship between these two crucial factors. The findings highlight that employee engagement plays a significant role in driving organizational performance and achieving positive outcomes within Alibaba Group.

Through a comprehensive analysis of practices, policies, and outcomes related to employee engagement at Alibaba Group, it is evident that the organization has recognized the importance of employee engagement and has implemented strategies to foster a highly engaged workforce. Alibaba Group's emphasis on visionary leadership, strong organizational culture, and employee development opportunities has created an environment where employees are motivated, committed, and actively contribute to the organization's success.

The research findings demonstrate that employee engagement positively impacts organizational performance at Alibaba Group. Engaged employees exhibit higher levels of productivity, innovation, and customer service, leading to improved financial performance, customer satisfaction, and overall organizational success. The commitment to employee development and growth further strengthens employee engagement and contributes to long-term performance outcomes. Additionally, the research highlights the role of effective internal communications in fostering employee engagement within Alibaba Group. The organization's practice of recognizing and celebrating employee achievements through internal communications channels helps create a culture of appreciation, motivation, and collaboration.

The case of Alibaba Group provides valuable lessons for other organizations seeking to enhance their performance through employee engagement. By prioritizing employee engagement and implementing strategies that align with their organizational context, leaders can cultivate a positive work environment that drives performance outcomes. However, it is important to note that while the research has focused on Alibaba Group, the findings may not be directly generalizable to all organizations. Each organization has its unique context, culture, and dynamics that may influence the relationship between employee engagement and organizational performance.

In conclusion, the research on the impact of employee engagement on organizational performance, with the case of Alibaba Group, demonstrates the positive relationship between these factors. The findings emphasize the importance of leadership, organizational culture, employee development, and effective internal communications in fostering employee engagement and driving organizational success. This research contributes to the growing body of knowledge on employee engagement and provides insights that can guide organizations in their pursuit of improved performance through a highly engaged workforce.

Based on the findings of the research on employee engagement and its impact on organizational performance at Alibaba Group, the following recommendations are proposed:

1. **Enhance Leadership Development:** Organizations should invest in leadership training programs that emphasize visionary and inclusive leadership styles. Leaders should be equipped with the skills to inspire and engage employees effectively.
2. **Foster a Strong Organizational Culture:** Companies should prioritize the development of a positive organizational culture that promotes collaboration, respect, and inclusivity. This can be achieved through team-building activities and open communication channels.
3. **Implement Employee Development Programs:** Organizations should offer continuous learning and professional development opportunities. This could include workshops, mentorship programs, and access to educational resources to enhance employee skills and knowledge.
4. **Strengthen Internal Communication:** Establish effective internal communication strategies to recognize and celebrate employee achievements. Regular updates, feedback loops, and appreciation initiatives can help foster a culture of recognition and motivation.
5. **Monitor and Evaluate Engagement Strategies:** Companies should regularly assess their employee engagement strategies through surveys and feedback mechanisms. This will help identify areas for improvement and ensure that engagement practices evolve with the workforce's needs.

REFERENCES

1. Abdelwahed NAA, Daghan MAA (2023) Developing employee productivity and performance through work engagement and organizational factors in an educational society. *Societies* 13(3):65
2. Adiarani PG (2019) The effects of job characteristics on work engagement. *Russ J Agric Socio-Econ Sci* 85(1):475–479
3. Anyalor M, Nwali AC, Agbionu UC (2018) Employee engagement and performance of lecturers in Nigerian tertiary institutions. *J Educ Entrep* 5(2):69–87
4. Bakker AB, Van Woerkom M (2017) Flow at work: a self-determination perspective. *Occup Health Sci* 1:47–65
5. Boccoli G, Gastaldi L, Corso M (2023) the evolution of employee engagement: towards a social and contextual construct for balancing individual performance and wellbeing dynamically. *Int J Manag Rev* 25(1):75–98
6. Corbeanu A, Iliescu D (2023) the link between work engagement and job performance. *J Pers Psychol*
7. Etim UI, Nneji OV (2023) Employee engagement strategies on organizational performance. *BW Acad J*, pp 14–14.

8. Hidayat WGPA (2023) the influence of employee engagement, work environment and job characteristics on job satisfaction and performance. JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi) 9(4):1652–1659
9. Nkansah D, Gyimah R, Sarpong DA-A, Annan JK (2023) Nexus between employee engagement and job performance: a study of MSMEs in Ghana during COVID-19: the moderating roles of job demand and job resources. Jindal J Bus Res 22786821231188026
10. Li, Y., & Zhang, Y. (2019). The impact of employee engagement on organizational performance: Evidence from Chinese listed companies. Journal of Management Development, 38(7), 591-606.
11. Chen, M., & Wu, L. (2020). The relationship between employee engagement and organizational performance: A meta-analysis. Journal of Organizational Behavior, 41(8), 732-752.
12. Zhang, Y., & Meng, R. (2020). Employee engagement and organizational performance: The mediating role of psychological empowerment. Frontiers in Psychology, 11, 467.
13. Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource?
14. Alibaba Group - Fiscal Year 2022 Annual Report

APPENDIX



Figure 3: annual report of ALIBABA GROUP2002

Our Vibrant Culture and People

Alibaba Group values every single **employee**. Through **employee** engagement activities large and small, we aim to live out our spirit to “live seriously, work happily.”

AliDay



May 10th is our annual AliDay, an **employee**-appreciation day introduced in 2005 to celebrate the Alibaba spirit of determination, unity, dedication and love that Alirens exhibited during the Severe Acute Respiratory Syndrome (SARS) epidemic. On AliDay, **employees** can bring their families and friends to our main campus in Hangzhou, China as well as to our offices around the world, so they can understand and experience our vibrant culture firsthand.

9.10 Customer Day

September 10th, the day Alibaba was founded, has been designated as the company's annual Customer Day since 2015. Known as 9.10, this day was established to encourage all **employees** to focus on customers and uphold the “customer first” value. No matter how the world changes, Alibaba remains committed to its original purpose of serving its customers. Daniel Zhang, Chairman and Chief Executive Officer of Alibaba Group, responded to inquiries as a customer service officer.



Culture of Philanthropy



In 2015, Alibaba launched an initiative to encourage all **employees** to volunteer at least three hours each year to philanthropic activities. This initiative has become part of the company's unique culture. Alibaba has hosted its Philanthropy Week every year since 2017 to champion charitable causes with partners across its ecosystem.

Another philanthropic initiative is the Alibaba Philanthropy Awards, an annual ceremony to recognize outstanding charity projects, teams and individuals. In fiscal year 2022, ten charity projects, including those which offered support to people with disabilities and hearing or speech impairment, children in remote areas and senior citizens, received awards.



Ali-versary

At Alibaba, **employee** tenure is likened to the aging of fine wine, symbolizing the transition from recognition to integration and then to legacy. “One Year Aromatic,” “Three Years Mellow,” “Five Years Mature” and “Ten Years Fragrant” are **how we** characterize **employees** who have been with

the company for one year, three years, five years and ten years, respectively. Every quarter, Alibaba hosts a special ceremony to present customized rings to our “Five Years Mature” **employees**.

Rich, Multi-Dimensional **Employee** Engagement Initiatives



Alibaba's management is keen to understand **employees'** views and regularly engages with staff around the world through online channels and in-person events. This allows management to gain visibility of the needs and thoughts of **employees**, thus contributing to the company's vitality and healthy organizational development.

Figure 4: real example E.E in ALIBAB Group