



## Investigating the Drivers and Outcomes of Employee Engagement: An Empirical Study

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### ABSTRACT

Employee engagement is a dynamic challenge for companies, made even more complex by today's diverse workforce. Fostering a community that promotes employee participation is essential, as it acknowledges the value of a multi-generational and multi-cultural workforce. Companies that understand and cater to the unique interests and goals of individual employees, while also motivating them to achieve personal objectives, are considered better places to work.

This research focuses on aligning individual interests with organizational goals. It places special emphasis on understanding the distinctive characteristics, desires, and aspirations of Generation Y, which are crucial in the current context. The study examines how Generation Y employees behave and what drives them, and how they differ from Generation X employees. Additionally, the paper considers the impact of racial and regional diversity. Organizations that are attuned to their employees' needs and support their development tend to achieve better outcomes.

**Key words:** Employee commitment, Organisational success, Employee morale

### Introduction

The concept of engagement refers to "an act of engaging" or "a condition of being engaged." In the workplace, there is significant debate about its precise meaning and the best methods to achieve it. While there is no one-size-fits-all approach, recognizing the importance of interaction and thinking beyond traditional guidelines can lead to progress.

Employee commitment is generally understood as a state of mind where individuals feel fulfilled, motivated, and engaged at work. Research suggests that engagement encompasses various dimensions, including emotional and psychological investment in one's job. Others define commitment in more specific terms, highlighting behaviors such as perseverance, initiative, and proactive involvement

### Literature Review

Saks (2006) described employee engagement in a variety of ways, distinguishing between two forms of engagement: work and organisational engagement. Further more, Employee engagement and organisational commitment are distinct in terms of antecedents and consequences, it was claimed and tested. Since they have various roles and have different relationships, this is the case. Furthermore, Harter et al., 2002 emphasised the interaction and distinction between the two types of employee involvement. "Employee satisfaction and commitment was significantly related to meaningful business success across several organisations," they concluded.

Employee participation, according to Robinson (2006), can be accomplished by creating an organisational atmosphere that encourages positive emotions including commitment and pride, resulting in increased organisational success, reduced employee morale, and better wellbeing.

The results of a 2006 CIPD report on employee participation back this up (Truss et al., 2006). According to Agrawal (2015), a successful career and employee fit offers chances for them to get more interested with their jobs. This has a positive impact on their job attitude as well as their personal growth.

However, since commitment is a personal trait that leads to business success, it must first have an effect on personal outcomes. Employee participation, consumer satisfaction, market development, and profitability are all linked, according to the Gallup Organization (2004). In 2004, the international research consultancy International Survey Research (ISR) conducted a global survey on the essence and triggers of employee engagement, as well as how businesses should boost employee engagement to improve business success. Nearly 160,000 workers from a variety of sectors participated in the poll,

which was performed in ten of the world's biggest economies. When it comes to inspiring workers to participate in their business and jobs, the report shows that one size does not suit everyone.

## Purpose of the study

The aim of this research is to consider the factors of employee participation in a multigenerational and diverse workforce. This entails comprehending the essence and needs of individuals ranging in age, ethnicity, educational history, and gender. The study's findings would stimulate employee participation in corporate structure, allowing for more efficient control of a workforce that is becoming more multi-generational and diverse.

## Methodology

### Sample

The research was conducted on a selection of staff from both private and government-owned banks. Employees are diverse due to their varying ages. Many of the staff are under graduates, with others are post graduates or even a doctorate. The survey was conducted both online and offline to gather data for the report.

### Method

In this analysis, a quantitative approach is used, and data is collected using both online and offline methods. The explanation for utilising these methods is that, as mentioned in the report, workers are of varying ages, with younger employees becoming more tech-savvy and relaxed with online mediums, while older employees prefer operating offline with face-to-face contact.

As different generations work at the same time, it is possible that there will be differences in employee engagement levels in this study. The study looked at different age groups, such as those aged 21 to 34 (Gen Y), 35 to 50 (Gen X), and those aged 50 and up (baby boomers).

Employee engagement was measured using a single dimension with nine items, as previously stated. All comments were positively worded and answer to each comment was sought on the following 4 – point scale: Not true (0); Partially true (1), True (2); Absolutely true (3); The obtained sample meets the standard criteria for sample size adequacy in terms of (a) 95 percent confidence level and (b) 5% margin of error.

### Variables

Despite the fact that the 7 multi-item variables listed above had previously been used in a previous study in the sequence, it was agreed to re-evaluate their reliability before utilising the data provided by this one. For accepting a component as a valid indicator of some construct, we used two criteria. First, the variable's reliability coefficient (Cronbach Alpha) should be equivalent to or greater than 0.60. If this cut-off point may be achieved by removing one or more items, the item(s) in question should be removed. Second, the item-to-total correlation in the final collection of products should be equivalent to or greater than 0.30. As a consequence of these two conditions, the number of variables was decreased from 8 to 7 and the overall number of constituent elements was reduced from 39 to 35, as seen below:

## The Findings

The key results of this research are outlined in Table 1. Employee enthusiasm is a metric that reflects how enthusiastic workers are for their employment. They are considered to be very committed in terms of commitment (32.25 percent). This demonstrates that the workers enjoy the quality of the job they are entrusted to, as shown by their high levels of engagement in their work. Job is a source of social identification, a platform for self-expression, and a means of achieving excellence in life for the majority of them. They enjoy obligation and challenge; they see work as a source of social identity, a medium for self-expression, and a means of achieving perfection in life. Sincerity, diligent work, and honesty are seen by the majority of respondents as the golden keys to job success. Last but not least, they consider a work well performed to be a compliment in and of itself.

**Table 1:** Mean Score, Standard Deviation and Other Descriptive Statistics for each of the Selected Variables

S. No.	No. Of Items Initially	No. of Items Retained	Score Range	Cronbach's alpha	Mean Score	Std. deviation	Mean Score as %
1	Engagement	9	1-27	.77	32.25	4.31	119.44
2	Locus of Control	3	1-9	.73	8.69	2.02	96.56
3	Career Development	4	1-12	.81	10.41	2.89	86.75

4	Job Characteristics	5	1-15	.71	14.52	2.67	96.8
5	Objectivity	5	1-15	.72	13.26	3.23	88.4
6	Pay & Benefits	7	1-21	.81	19.37	4.22	92.24
7	Organization Citizenship Behaviour	2	1-6	.78	5.91	1.48	98.5

$$X \text{ Score as } \% = \frac{\text{Mean Score} - \text{Lower Limit of the Score Range}}{\text{Upper Limit of the Score Range} - \text{Lower Limit of the Score Range}} \times 100$$

It is not feasible to compare the mean scores across the variables since the distribution of scores for the 10 variables is not the same in both situations. As a result, the following method was used to translate each mean score into a percentage

Employees are often shown to have an intrinsic locus of influence, as shown by their high mean score of 96.56 percent. This behavioural characteristic leads people to think that everything they do in life (good or bad) is due to their own initiative and abilities. Most of them assume that in order to get a reward, such as a promotion or a raise in pay, they must strive hard and bring forth extra effort. They believe that if the cause is correct, they can persuade others; that if people speak out, they can improve the world; and that if you have the requisite qualities, you will get along with others. In other words, an individual with an internal locus of influence believes he is in charge of his own destiny.

As it comes to the organization's perceived internal environment in terms of its six dimensions, one of them is classified very favourably. This is how an organisation behaves in terms of citizenship (98.50 percent ). Three of the remaining five measurements are also highly classified. There are work character (96.8%), locus of influence (96.56%), and wages and benefits (96.56%). (92.24 percent ). Objectivity and job growth, the other two metrics, receive modest scores of 88.4 percent and 86.75 percent, respectively.

To summarise, the respondents are really enthusiastic about the job they do. They have a strong degree of internal locus of influence that is optimistic. Six dimensions of organisational environment have a wide range of scores, varying from very strong (98.50 percent) to mild (86.75 percent ).

**Table 2:** Inter-Factor: Correlation among Variables

	EE	LOC	CD	JC	OBJ	PnB	OCB
EE	1	.180**	.392**	.319**	.422**	.357**	.406**
LOC		1	.334**	.370**	.367**	.325**	.229**
CD			1	.551**	.743**	.706**	.481**
JC				1	.546**	.513**	.409**
OBJ					1	.643**	.541**
PnB						1	.504**
OCB							1

\*\* significant at .01

We now shift to data analysis to discover the predictors of engagement, with the twin goals of the current study being (a) determining the degree of employee engagement and (b) defining the variables that affect engagement across diverse workforces. Table 2 shows the inter-correlation matrix for all seven variables as a first move in this path. All seven variables are strongly and greatly linked to each other, as seen in the table.

**Table 3: item – Total Correlation among Variables**

	Factor: "Employee Engagement"	
	Employee Engagement1.	0.05**
	Employee Engagement2	0.15*
	Employee Engagement3	0.26**

	Employee Engagement4	0.18**
	Employee Engagement5	0.16**
	Employee Engagement6	0.28**
	Employee Engagement7	0.41**
	Employee Engagement8	0.25**
	Employee Engagement9	0.28**
	<b>Factor: "Locus of Control"</b>	
	Locus of control1	0.76**
	Locus of control2	0.73**
	Locus of control3	0.67**
	<b>Factor: "Career Development"</b>	
	Career Development1	0.78**
	Career Development2	0.75**
	Career Development3	0.82**
	Career Development4	0.84**
	<b>Factor: "Job Characteristics"</b>	
	Job Characteristics1	0.64**
	Job Characteristics2	0.60**
	Job Characteristics3	0.60**
	Job Characteristics4	0.69**
	Job Characteristics5	0.59**
	<b>Factor: "Objectivity"</b>	
	Objectivity1	0.61**
	Objectivity2	0.64**
	Objectivity3	0.67**
	Objectivity4	0.80**
	Objectivity5	0.74**
	<b>Factor: "Pay &amp; Benefits"</b>	
	Pay & Benefits1	0.75**
	Pay & Benefits2	0.73**
	Pay & Benefits3	0.74**
	Pay & Benefits4	0.53**
	Pay & Benefits5	0.71**
	Pay & Benefits6	0.69**
	Pay & Benefits7	0.62**
	<b>Factor: "Organization Citizenship Behavior"</b>	

	Organization citizenship behavior1	0.89**
	Organization citizenship behavior2	0.89**

of shaping employee motivation, the first two indicators of organisational environment are considered to be more significant than the last four. A total-item association is seen in Table 3. The aim of determining the relationship is to demonstrate the factors' validity. All of the variables have a low to strong association (item-total), indicating that they are valid.

The six possible predictors of employee involvement were shown to have a low to strong level of correlation. Furthermore, there is no way to search for the existence of multi-collinearity.

to find the true predictors of interaction using only the bi-variate correlations seen in Table 3 As a result, the linear regression approach was used to do multi-variate analysis.

It is necessary to define a mixture of independent variables using linear multiple regression that concurrently satisfies the following two conditions: (a) it must justify the greatest amount of variation in the outcome variable, and (b) each variable in the combination must have a statistically meaningful contribution.

Tables 3 and 4 show the results of this investigation.

**Table 4: The Critical Predictors of Employee Engagement (N=254)**

Sl. No.	Predictor	Zero-Order Correlation(A)	Std. Beta Coefficient(β)	Individual Contribution(A x B)
1	Locus of Control	0.451	.285 (.01)	0.123
2	Job Characteristics	0.499	.280 (.01)	0.14
3	Pay & Benefits	0.427	.151 (.050)	0.064
4	Organization Behavior	0.378	.145 (.022)	0.055
5	Age	0.191	.151 (.033)	0.029
	$R^2 = .37$	Adjusted $R^2 = .35$	$F_{8, 103} = 23.83$ **	DW = 2.0

\*\*\* P<.001

\* P<.05

Variable locus of control is shown to be a critical indicator of employee commitment, as seen in Table 4. In addition to locus of influence, we gathered information on employees' demographic backgrounds under the following six headings: age, gender, degree of education, period of employment, designation, and nationality. Using difference-of-means (t) checks, the association between each of these 6 variables and employee motivation was investigated. Except for era, neither of these measures revealed a statistically relevant association. It is possible to infer that employee engagement among the experience staff we surveyed is unaffected by their demographic background; nevertheless, employee engagement levels and predictors vary by age group. Employment features =.28 (.01), salary and rewards =.15 (.05), and company citizenship conduct =.15 (.05) are other factors that affect employee involvement (.02).

## Conclusion and Discussion

Even if the concept of employee participation is more common in reality than among academics, the latter must approach it for at least two purposes. To begin with, this construct is based on academic structures such as work satisfaction, job engagement, organisational contribution, OCB, and flow. Second, every academic/theoretical proposition's applicability in and recognition by the field of practise is the definitive measure of its value. The first author has launched a series of studies on employee involvement in India based on these two factors. This paper is focused on a report that is part of the said sequence.

The aim of this study was to learn more about the factors that affect employee engagement in a diverse workforce. A total of 254 administrative workers is included in the study. The data was collected using a standardised questionnaire that respondents might fill out online or offline. Employees of various ages and locations are represented in the philosophical interpretation.

Overall, the conclusions of this analysis are consistent with the theoretical ideas explored in it. Their personality attribute ratings are considered to be very high. In comparison to the personal trait, the respondents' perceptions of the organisational environment were found to be similarly positive. The average scores for the five environment dimensions vary from 86.75 percent (career development) to 98.5 percent (climate change) (organization citizenship behaviour). This result shows that certain of the procedures and strategies in the field of human resource management may be improved significantly. It lays the theoretical groundwork for explaining how workers may want to become more or less interested in their jobs if they find them exciting and there are sufficient opportunities to complete the work. Furthermore, as an employee receives socio-economic incentives, they feel obligated to the company and wish to return them in the way of commitment. Furthermore, an organization's climate has a significant impact. Employees prefer to remain longer in organisations where they see a supportive atmosphere, a sense of teamwork, and learning opportunities. The respondents, for example, are shown to have an intrinsic locus of influence.

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