



# "A Comprehensive Examination of Employee Engagement and Its Effects on Job outcomes in Selected IT Firms"

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## ABSTRACT

Employee engagement functions as a driving force propelling employees towards achieving optimal productivity. Over the past 15 years, its significance has heightened, particularly due to intense business competition and economic downturns. Given the emphasis on mental and physical well-being as integral aspects of human resources, addressing these aspects becomes crucial for gaining a competitive edge and maximizing productivity. This area has become a focal point for emerging research, attracting the attention of young scholars aiming to contribute to efficient human resource management. This study focuses on delving into employee engagement, particularly analyzing 135 IT professionals from few IT Companies. The objective is to scrutinize various factors influencing employee engagement and their impact on job outcomes such as job satisfaction, commitment, and intentions to quit, as well as on overall employee engagement (both organizational and job-specific). The data analysis involves descriptive tests and multiple regression analysis. The study's findings reveal that factors like rewards and recognition, career advancement, and relationships with colleagues significantly affect and shape the level of job outcomes.

**KEY WORDS:** Employee Engagement, Organization Success, Job satisfaction, Recreational activities, Co- Workers, organisational Performance, Organisational efficiency

## INTRODUCTION:

In the contemporary period marked by rapid globalization, Indian businesses have acknowledged the critical importance of their workforce in ensuring continual growth and increased efficiency—a strategic asset essential for the success of any enterprise. Over the last twenty years, we have observed swift changes in technology, manufacturing processes, distribution networks, and shifting customer inclinations. Importantly, the dynamics of employee conduct have also been influential in shaping this changing landscape.

This shift elevates engagement from merely satisfying employees to fostering commitment to both the job and the organization. Recognized as a pivotal factor, employee engagement significantly contributes to organizational productivity and success, carrying positive implications that guide the business in a favorable direction across all facets of an enterprise. Every company recognizes the significance of retaining and engaging talent to secure a competitive advantage. But what is less commonly identified is that employees wish to be engaged in transform where they experience that they are contributory in an optimistic way to something larger than themselves. Employee and work engagement is an emerging concept in the business HR department. Various studies have been carried out that showed the strategic importance of employee engagement. The shoed that employee engagement leads to job satisfaction , less level of absenteeism, more productivity, less chance of quitting and stay for longer periods of time in the organization. Hence, it has become an integral responsibility for HR managers to formulate and implement policies that influence and motivate employees towards organizational commitment and heightened productivity, all while fostering employee development. This study aims to explore the factors driving employee engagement and their impact on both job roles and organizational commitment. Over time, one of the most challenging tasks faced by CEOs, HR professionals, and technology-driven business leaders is ensuring that when employees commit to their roles, it is not just a physical commitment but also a mental and emotional one. In essence, management must en-

sure genuine engagement from their employees. Employee engagement has now emerged as a pivotal driver of business success, significantly influencing employee morale, productivity, and the reasons for remaining with a company. Organizations leverage their retained and engaged workforce as a strategic competency, as highly motivated and engaged employees consistently outperform, setting new standards for years to come.

## LITERATURE REVIEW:

Over the past two decades, we have witnessed rapid transformations in technology, production methods, distribution channels, and customer preferences. Notably, amidst these changes, employee behavior has remained a constant factor. This evolution signifies a shift in engagement dynamics, moving beyond employee satisfaction towards a deeper commitment to both the job and the organization. According to a Gallup study in 2005, higher levels of employee engagement contribute to effective talent acquisition, talent management, and long-term retention. Additionally, findings from Bates (2004) suggest that a gap in engagement has adverse effects on an organization's productivity levels.

In a study conducted by the Australian researcher Hooper (2006), it was found that Australia's economy experiences a loss of approximately \$32 billion annually due to dissatisfied and moderately engaged employees. Another study by Avery et al. (2007) emphasized that highly engaged employees effectively alleviate concerns about attrition. Several noteworthy investigations carried out by prominent authors, such as Harter et al. (2002), Schaufeli and Bakker (2006), Xanthopoulou et al. (2009), Fernandez (2007), Bakker et al. (2007), Hewitt Associates (2004), Hallberg et al. (2006), Lewicka (2011), and Saks (2006), have consistently concluded that the level of employee engagement is a critical factor significantly influencing organizational performance. These studies highlight the correlation between employee retention and productivity, emphasizing the importance of employee loyalty and its impact on client satisfaction, ultimately contributing to enhanced organizational goodwill and increased equity values.

In a study conducted by Markos and Sridevi (2010), it was emphasized that every aspect of human resource management needs to harmonize to ensure the smooth performance of an organization, and employee engagement is a key factor that inherently drives productivity. Another research by Raveesh et al. (2010) underscores that employee engagement is a critical component for organizations seeking a competitive edge, requiring strategic management of all deployed resources. The importance of work-life balance for employees and its connection to evolving industrial relations and technological advancements is highlighted as a means to achieve employee engagement. Kahn (1990) places a significant emphasis on the psychological importance of employee engagement for both the employee and the organization. He notes that employees operate in diverse conditions, within various groups, and under different management policies. Kahn concludes that factors such as rewards, recognition, growth opportunities, effective communication, teamwork, and recreational activities play pivotal roles in motivating employees to perform well and remain engaged.

Harter et al. (2002) provides a comprehensive definition of employee engagement, describing it as the active involvement of an individual coupled with a high level of job satisfaction and enthusiasm, marked by a sense of loyalty. Employee engagement, according to this definition, is determined by the extent of commitment and involvement an employee demonstrates toward the organization and its values. The concept of employee engagement, relatively new in the realm of Human Resource Management, first emerged in the literature approximately two decades ago, as noted by Robinson et al. (2011). Another perspective on employee engagement is Shaw, K. (2005), Ellis and Sorensen (2007), Saks (2006), and Roberts (2006), who assert that it is closely linked to established constructs such as job involvement and various influential factors.

A study undertaken by International Survey Research (2003) defines employee engagement as a practice wherein a firm effectively enhances the commitment and significant contributions of its human resources, leading to improved business outcomes and heightened productivity. This research asserts that employee engagement encompasses an employee's psychological, attitudinal, behavioral, and affective dedication to the organization. In the present study, employee engagement is delineated by incorporating two types: Job Engagement, which pertains to the commitment and dedication of employees to fulfill their job roles, and Organizational Engagement, which focuses on the level of employee commitment and loyalty to their respective organizations. This conceptualization was initially summarized by A. Saks (2006), who emphasized the need

to consider employee engagement in terms of both job engagement and organizational-level engagement for strategic decision-making and a nuanced understanding of employee engagement.

The concept of employee engagement has garnered significant attention in the past fifteen years, particularly within the IT industry, where it is often regarded as a crucial element for organizational success and long-term competitiveness. Schaufeli and Salanova (2007) emphasized the importance of employee engagement for both contemporary and traditional organizations, given the myriad challenges faced in today's business landscape. Macey et al. (2009) conducted studies suggesting that organizations can attain a competitive advantage by fostering employee engagement, surpassing their competitors. Renowned researchers, CEOs, and top management consistently highlight the pivotal role of employee engagement as a driving force influencing individual attitudes, behaviors, productivity, and overall organizational performance. Research by Schmidt and Hayes (2002), Richman (2006), and Macey et al. (2009) revealed that firms with a higher index of employee engagement, accounting for 27%, exhibited greater asset values (ROA) compared to industries with a trend of disengagement. This not only enhances goodwill but also facilitates easier access to finance from the market.

Rothbard (2001) echoed similar sentiments, emphasizing absorption as a critical facet of employee engagement, enhancing both individual and organizational productivity. Schaufeli and Salanova (2007) drew a distinction, highlighting that while employee engagement is a persistent state of work, the concept of flow is more intricate, involving momentary perks and experiences that can extend beyond the workplace. Markos and Sri Devi (2010) posited in their study that the onset of employee engagement occurs at the commencement of an employee's service with an organization. They assert that managers bear the responsibility of motivating employees towards commitment, engagement, and job performance, fostering a sense of loyalty. Pandita and Bedarkar (2014) reached the conclusion that a significant challenge faced by top management today is ensuring that employees, after completing their daily work assignments, remain well-rounded in terms of physical, mental, and emotional well-being. This underscores the importance for organizations to actively promote and maintain employee engagement, as it is crucial for fostering positive contributions towards both organizational and personal goals.

Meere (2005) delineates three levels of employee engagement in his study: (i) Engaged Employees, who work with passion and enthusiasm, displaying a highly committed connection to their organization. They propel themselves with innovation, contributing to the organization's advancement. (ii) Not engaged employees, who complete assigned tasks but lack urgency for improvement and do not invest passion in their efforts. (iii) Disengaged employees, who are demotivated, lack confidence in the organization, and express unhappiness at the workplace.

Sakovska (2012) explored the status of employee engagement in the activity environment, focusing on the levels of engagement and the factors influencing it. The study revealed that low engagement levels were associated with low perceived organizational connection, a lack of procedural clarity, and poor communication. Bakar's (2013) study concentrated on three concepts: empowering leaders' behavior, high-performance practices, and the role of religiosity in engagement. Notably, the study adopted a multi-level approach, examining engagement at individual, organizational, and societal levels.

Kangure, Wario, and Odhiambo's (2014) research delved into the relationship between job characteristics (job crowdedness, job liberty, job meaning, and job action) and employee engagement. The findings showed that job quality, job independence, job content, and job performance significantly contributed to employee engagement, explaining 95.2% of engagement among Kenyan corporations.

Men's (2015) study concluded that employee engagement is associated with various outcomes within employee-organization relationships and is influenced by organizational contextual factors such as authentic leadership and transparent communication. The research highlighted the positive influence of quality employee-organization relationships on engagement.

Castellano's (2015) findings revealed a positive impact of group work and perceived organizational support on engagement. The study also found no clarity on the nature or levels of work participation and teamwork. Delina, G. (2020) investigated, when employees are satisfied with the employee engagement initiatives practiced by their organisations, they are more engaged with their jobs and it subsequently, contributes to their job satisfaction as well."

Nagpal, P., & Kumar, A. K. (2020), the study showed that high performance work practices like selective recruitment, training and development, empowerment had significant impact on employee engagement in IT sector employees, whereas performance based pay did not show significant impact.

Mohanty, S. K., & P, A. (2021), indicate that four resources in the organization influence employee engagement in different ways. Three constructs representing co-worker trust, supervisor trust and organizational trust partially mediate the relation between organizational culture and employee engagement. This study also compares the engagement levels of the employees from three power companies.

Yadav, A., Pandita, D., & Singh, S. (2022), Innovative and friendly WLB policies assist employees to be more productive, dedicated and committed, resulting in better employee engagement which in the long run benefits the company in terms of effectiveness.

#### Summary of employee engagement attributes based on review of studies

Sl. No.	Researcher	Theme	Key Findings (Engagement Drivers)
1	Kahn (1990)	How people occupy their roles at work in varying degrees or how much people are psychologically present during particular moments of role performances at work.	1. Meaningfulness 2. Safety at work 3. Psychological availability at work.
2	Harter et al. (2002)	Identification of significant relationships between employee engagement and improvements in customer satisfaction, productivity, profits, turnover, and safety records.	1. Employee well-being 2. Positive workplace
3	Harter et al. (2003)	Survey of employee engagement, job satisfaction and business level performance	1. Clarity in expectations 2. Resources, 3. Opportunity at work 4. Recognition 5. Caring 6. Encouragement 7. Opinion honouring 8. Mission clarity 9. Quality commitment 10. Congenial environment 11. Feedback.
4	Loehr (2005)	Survey of engagement and its benefits to employee and the employer.	1. Enthusiasm 2. Greater value to the employer 3. Improved physical health 4. Happiness
5	Saks (2006)	Study of the difference between job and organization engagements and that perceived organizational support predicts both job and organization engagement	1. Job satisfaction 2. Organizational commitment 3. Job characteristics 4. Organizational citizenship
6	Higgs (2007)	To explore employee engagement through financial benefit and organization climate.	1. Shared ownership 2. Investment for the development 3. positive climate and organizational culture 4. Employee's immediate line manager 5. Attractive financial rewards, Good benefits compared to that of the competitor organizations
7	Cawe (2006)	Study of the factors that promotes employee engagement in order to	1. Leadership and management 2. Talent Management

		assist businesses.	3. Communication and knowledge sharing 4. Organizations reputation and branding
8	Seijts and Crim (2007)	To study the role of leaders to implement selected ten parameters over the organizational effectiveness and employee's level of engagement	1. Connection, 2. Career development 3. Vision Clarity 4. Conveying feedback 5. Congratulating performance 6. Recognition of contribution 7. Control over jobs 8. Collaboration 9. Credibility 10. Confidence
9	Stairs et al. (2006)	Study of the traditional method of motivating and engaging employees with financial reward	1. Organizational affiliation 2. Autonomy and influence 3. Work-work and work-life balance 4. Opportunities for growth 5. Role factors 6. Reward culture 7. Quality of relationships 8. Quality of supervision and Work culture 9. Loyalty 10. Performance- motivation
10	Greenberg and Arakawa (2006)	To study the link between optimistic managers, productivity, and employee engagement	1. Optimism in the workplace 2. Employee well-being 3. Engaged managers
11	Chen (2007)	To conduct research in china to find out the drivers of the employee engagement.	1. Financial rewards 2. Participation in decision making process 3. Job autonomy 4. Performance feedback in task level resources
12	Scottish Executive Social Research (2007)	To investigate the primary areas within an organization that can motivate and facilitate employee engagement.	1. Leadership 2. Effective management 3. Open and two-way communication 4. Pay and benefits 5. Fair and equal treatment 6. Employing the 'right' workforce 7. Career development and training 8. Working hours
13	Ryan (2007)	Study on key drivers influence emotion and create extra effort for the organizational benefit	1. Trust and integrity 2. Nature of the 3. Line of sight between employee performance and company 4. Career Growth 5. Pride about the company 6. Co-workers/team 7. Employee development 8. Relationship with one's manager
14	Park and Rainey (2008)	Relation between political and administrative leadership with employee engagement	1. Quality of political leadership 2. Administrative leadership
15	Miller (2008)	To study the impact of employee engagement in promoting retention of talent, foster customer loyalty, and	1. Recognition 2. Workplace culture 3. Communication

		improve organizational performance	4. Managerial styles 5. Trust and respect
16	Townsend and Gebhardt (2008)	To study the impact of top management's commitment and Leadership on employee engagement.	1. Commitment of top management 2. Leadership style 3. Employee involvement with a structure 4. Communications 5. Training 6. Measurement and Recognition 7. Gratitude and celebration
17	Cristina and Patrick (2008)	To conduct literature survey on Leadership, Environmental and employed engagement.	1. Organizational leadership 2. Job, and individual characteristic resilience 3. Locus of control 4. Active coping style 5. Self-esteem 6. Neuroticism, and extraversion 7. Ethical and trustworthy organization
18	Bakker and Schaufeli (2008)	To study different approaches exist to employee engagement.	1. commitment fulfillment 2. Affective motivational state 3. Work-related well-being
19	Macey and Schneider (2008)	To study on employee engagement and bottom line profit of the organization.	1. Job satisfaction 2. Organizational commitment 3. Psychological empowerment 4. Job involvement 5. Sense of self-presence in the work
20	Simpson (2009)	To identify and synthesize the engagement at work research in the nursing organization, business, and organizational psychology literature so as determine the state of the science of engagement at work	1. Organizational factors 2. Individual contributors
21	Xanthopoulou et al. (2009)	To examine longitudinal relationships between job resources, personal resources, and work engagement.	1. Job resources 2. Personal resources
22	Southard (2010)	To find out the relationship between employee engagement and patients satisfaction in a hospital	1. Environmental influence 2. Work-unit engagement
23	Xu and Thomas (2010)	To conduct a study to establish the relationship of the resultant leadership factors with the organizations employee engagement.	1. Supports team 2. Effective performance 3. Integrity
24	Gruman and Saks (2011)	To explore employee engagement and its linkage to performance management system	1. Work conditions 2. Integrated Systems 3. Accountability
25	Slatten and Mehmetoglu (2011)	Study of employee engagement linkage with employees' innovative behavior	1. Perceptions of role benefit 2. Job autonomy 3. Strategic attention
26	Shuck et al. (2011)	To explore employee engagement and the interpretation of the engaged employee to their work	1. Relationship development 2. Attachment to co-workers 3. Workplace climate 4. Opportunities for learning
27	Robertson et al. (2012)	To study the impact of psychological well-being on employee engagement and productivity.	1. psychological well-being
28	Men (2012)	To examine the impact of corporate	1. Products and services qual-

		leadership and organizational reputation on employee engagement.	ity 2. Financial performance 3. Vision and leadership 4. Work environment 5. Social responsibility
29	Menguc et al. (2013)	Study of the effect of supervisory support, supervisory feedback, and perceived autonomy on employee engagement	1. Supervisory support 2. Perceived autonomy
30	Choo et al. (2013)	To examine the impact of organizational practices on employee engagement	1. Organizational communication 2. Reward and recognition 3. Employee development
31	Bedarkar and Pandita (2014)	Study on the drivers of employee engagement along and its impact on the level of employee performance and well-being at workplace	1. Communication 2. Work-life balance 3. Leadership
32	Kaliannan and Adjovu (2015)	Study of engagement strategies deployed in the organizations creates employee engagement and satisfaction.	1. Talent management practices
33	Nair and Salleh (2015)	Study on appraisal justice, trust and its impact on employee engagement.	1. Appraisal justice 2. Trust
34	Taneja et al. (2015)	Engagement drivers and the role of global managers to induce engagement among employee.	1. Invest in corporate social responsibility 2. Focus on customer 3. Supporting workplace for democracy 4. Work-life balance 5. Rewarding culture
35	Hanaysha (2016)	To understand the employee engagement attributes	1. Organizational learning 2. Adopting effective human resource practices
36	Whiteoak and Mohamed (2016)	Relationship between safety and employee engagement in workplace	1. Workplace safety
37	Kwon et al. (2016)	Individual employee voice and its recognition on engagement	1. Empowering leadership 2. Quality of relationship between employee and supervisor
38	Mehrzi and Singh (2016)	Enabling attributes of employee engagement in public sector	1. Leader 2. Team 3. Perceived organizational support 4. Organizational culture
39	Gawke et al. (2017)	Study on impact of employee intrapreneurship skills with engagement level	1. Development of intrapreneurship skills
40	Saks (2017)	Initiatives of organizations to generate engagement by removing barriers with structural approach	1. Structural approach to generate engagement 2. Removal of engagement barriers
41	Sievert and Scholz (2017)	Study on digitalization and internal social media on employee engagement	1. Social tools in organization's internal communications
42	Ruck et al. (2017)	Linkage of organizational communication system and employee engagement	1. Organizational communication 2. Recognition of employee voice
43	Iqbal et al (2017).	This study is used to explore the employee's engagement in corporate sector of Pakistan and it also tries to overleaf the antecedents and consequences of employee's engagement	1. Employee satisfaction 2. Employee Retention 3. Organisational citizenship behaviour
44	Raza et al (2018).	Different drivers of Employee Engagement and their Impact on Job	1. Communication 2. Job satisfaction

		Satisfaction ...	3.Turnover intentions Performance related rewards Decision making
45	Shahid, A. (2019).	To know about the Employee Engagement Framework and it's High Impact Drivers and Outcomes	1. A Positive Working Culture 2. Inspiring Leadership 3. Professional Development 4. Freedom: Sense of Autonomy 5. Recognition
46	Han, M. T. (2019).	Study of eight important factors affecting employee engagement	1. Trust and integrity 2. Nature of the job 3. Line of sight 4. Career Growth opportunities 5. Company Pride 6. Co-workers 7. Employee's skills 8. Relationship
47	Meng, J., & Berger, B. K. (2019)	The impact of organizational culture and leadership performance on PR professionals' job satisfaction	1.Organisational Culture 2. Leadership performance
48	Arifin Z et al (2019).	Improving the Effect of Work Satisfaction on Job Performance through Employee Engagement	1. Job satisfaction 2. Job performance
49	Nguyen, P. V. (2020)	Drivers of Employee Engagement and Job Performance.	1. Internal Social Media 2. Job Performance 3. Life Satisfaction 4. Organizational Identification 5. Perceived Organizational Support 6. Perceived Organizational Transparency
50	Tewari, I.(2020)	This study is a review of the driving factors of employee engagement.	1. Allowing decision-making 2. Conducting team counseling sessions 3. Providing employees the opportunity to raise their opinion. 4. Organizing training sessions and healthcare programs
51	Taha, et. al. (2020).	The aim of the study is to analyze factors of employee engagement on the context of health care.	1.Safety of the environment, 2.Success of patient treatment 3. Service quality
52	Riyanto et al (2021)	Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement	1. Work motivation 2. Job satisfaction 3. Motivation and job satisfaction
53	Abdullah, et al (2021).	Effects of internal service quality on nurses' job satisfaction, commitment and performance	1.Internal service quality 2. Employee well-being
54	Ghazawy et al (2021)	Nurses' work engagement and its impact on the job outcomes	1.Success of patient treatment 2. Service quality
55	Monje-Amor et al (2021)	Structural empowerment, psychological empowerment, and work engagement: A cross-country study	1. Structural empowerment 2. Psychological empowerment 3. Work engagement
56	Kaaviyapriya, K., & Xavier, P.	To propose a new conceptual model by identifying the different related	1.Employee performance 2.Employee productivity

	(2021)	various factors that affecting employee engagement	3.Turnover intention
57	Lyons, P., & Bandura, R. (2022)	Employee engagement and skill building issues	1. Honouring the voices of employees about their want 2. Understanding what employee want to learn

### RATIONALE OF THE STUDY:

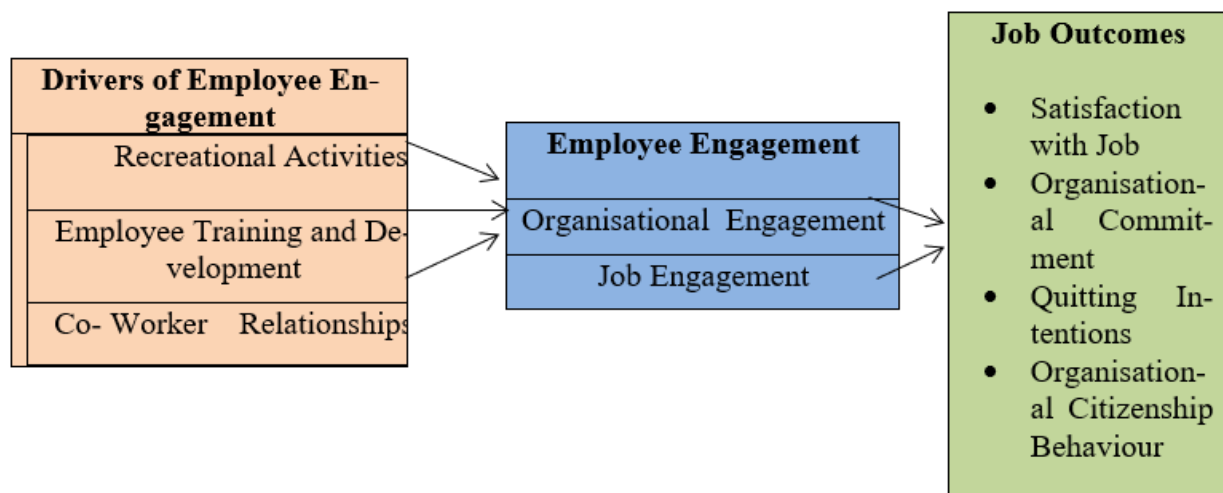
This research seeks to explore the landscape of employee engagement across various businesses by illustrating how Human Resource policies directly influence the drivers of employee engagement. Contemporary employers recognize the significance of fostering employee engagement, understanding that engaged employees demonstrate enhanced performance, enthusiasm, and increased competency levels, thereby benefiting both the employees and the employers. The primary focus of this study is on three key drivers of employee engagement: recreational activities, employee training and development, and relationships with co-workers. The study aims to conceptualize a model that illustrates the relationships between these drivers and both types of engagement (job and organizational), further examining their impact on job outcomes.

### OBJECTIVES OF THE STUDY:

- To investigate the factors influencing employee engagement.
- To examine the impact of these factors, considered as independent variables, on job outcomes (dependent variables) by incorporating employee engagement (both organizational and job-specific) as a mediating variable.

### RESEARCH FRAMEWORK:

The primary aim of this study is to scrutinize the impact of employee engagement drivers (considered as independent variables) on job outcomes (depicted as dependent variables), utilizing employee engagement measures (both organizational and job-specific) as the mediating variable. A key aspect is to inspire and propel employees towards goal achievement, fostering a strong sense of involvement, commitment, and loyalty. Understanding the factors influencing employee engagement is crucial. This research contributes valuable insights for both researchers and organizations, elucidating the dynamics of employee engagement concerning the interplay between dependent and independent variables, and highlighting the mediating role of employee engagement types. The individual factors influencing employee engagement, also referred to as drivers, act independently, underscoring the importance of cultivating high levels of job and organizational commitment. Ultimately, employee engagement emerges as a robust predictor of both organizational and job success.



**Figure 1: Research Model: Individual Drivers of Employee Engagement and Job Outcomes**

## RESEARCH HYPOTHESES:

### Reward and Recognition and Employee Engagement:

A combination of both financial and non-financial rewards, coupled with recognition within the organizational framework, is conducive to fostering employee engagement. This rationale underpins the formulation of Hypothesis 1.

**Hypothesis 1 (H1):** A favorable association is anticipated between reward and recognition initiatives and employee engagement, encompassing both Job and Organizational Engagement.

### Continuous learning, skill enhancement, career development and employee engagement:

Previous research has consistently emphasized that employees actively seek opportunities to acquire new skills, knowledge, and engage in continuous learning while expressing a continuous desire for career development. Hence, Hypothesis 2 was formulated based on this premise.

**Hypothesis 2 (H2):** A positive correlation is expected to exist between Employee Training and Development and employee engagement, encompassing both Job and Organizational Engagement.

### The relationship between co-workers and employee engagement:

A collaborative and favorable working environment consistently fosters group cohesiveness, consequently contributing to increased levels of employee engagement. Hence, Hypothesis 3 was formulated based on this understanding.

**Hypothesis 3 (H3):** A positive correlation is expected to exist between Co-Workers Relationships and employee engagement, encompassing both Job and Organizational Engagement.

### Work engagement) and its Outcomes:

In a research conducted by Saks (2006), the findings revealed a negative correlation between employee engagement and intentions to quit, and a positive correlation with both job satisfaction and commitment. Consequently, Hypothesis 4 was formulated based on these results.

**Hypothesis 4 (H4):** A substantial relationship is anticipated between job engagement and (i) Job Satisfaction, (ii) Organizational Commitment, (iii) Organizational Citizenship Behavior (OCB), and (iv) Quitting Intentions.

### Employee engagement, encompassing both job and organizational engagement, serves as a mediator:

From insights gleaned in both modern and traditional literature, valuable findings have been extracted that offer predictions about the drivers of employee engagement and their impact on work outcomes. Given the prevailing understanding, it is plausible that employee engagement might serve as a mediator in the relationship between the factors driving engagement and the ensuing job outcomes. Therefore, Hypothesis 6 has been formulated as follows:

**Hypothesis 5(H5):** Employee Engagement (comprising both Job engagement and Organizational engagement) will mediate the relationship between the factors influencing employee engagement and its subsequent work outcomes.

## RESEARCH METHODOLOGY:

The research utilized a carefully designed instrument comprising 36 statements tailored to assess the extent to which various factors influence employee engagement and its repercussions on job outcomes, as well as the overall level of employee engagement. The study focused on Infosys, an IT giant in India, selected through convenience sampling. The research design employed was analytical research. The formulation of statements was guided by identified gaps in the literature, drawing insights from contemporary work schedules, particularly emphasizing rewards and recognition, career advancement, and co-workers relationships.

Data collection involved a simple random sampling method, with questionnaires distributed to 198 respondents, yielding 158 completed responses for analysis.

**Section A** of the questionnaire captures the demographic profile of the respondents, encompassing details such as age, gender, work experience, and designation. Descriptive statistics were employed to analyze this segment of the data.

**Section B** of the questionnaire comprised 36 statements, with four questions allocated to each variable statement, covering both independent and dependent variables. A 5-point Likert scale was employed to gauge responses, ranging from strongly agree to strongly disagree. Subsequently, a t-test was applied to assess the variance between the two engagement measures (Job and Organizational Engagement). Multiple regression analysis was then conducted to evaluate the study hypotheses and identify the most influential driver of employee engagement that exhibited a significant correlation with the measurement of employee engagement.

## DATA ANALYSIS AND INTERPRETATION:

**Table 1: Demographic Profile of respondents**

Characteristics	Percent	Characteristics	Percent	Characteristics	Percent
Gender		Age		Working Experience	
Male	58.45%	20 -25 Years	12.1%	Less than one Year	3.2%
Female	41.55%	26- 35 Years	50.3%	1- 2 Years	11.7%
		36 -45 Years	22.7%	2 -5 Years	26.9%
		46 – 55 Years	12.3%	5 -10 years	32.38%
		More than 55 Years	2.6%	More than 10 Years	24.33%
				Missing	1.49%
Sample Size = 158					
Source: Compiled by the researchers					

Table 1 shows the different demographic profile of the respondents on the basis of gender, age and working experience.

**Table 2: Mean and Standard Deviation of variables**

Variables	Mean	Std. Dev.
Recreational Activities	19.01	3.339
Employee Training and Development	18.99	3.231
Co- Workers Relationship	19.95	2.345
Job Engagement	18.08	2.230
Organisational Engagement	20.03	2.567
Satisfaction With the Job	14.10	2.121
Organizational Commitment	23.50	3.346
Quitting Intentions	7.99	4.390
Organisational Citizenship Behaviour	22.57	2.788

**Source:** Compiled and analysed by researchers

Table 2 displays the mean scores and standard deviations of the variables under consideration. It is crucial to note that, despite a significant moderate correlation with  $r = 0.612$ ,  $p < 0.05$  between job engagement and organizational engagement, the paired t-test outcomes indicate a noteworthy difference,  $t(158) = -4.441$ ,  $p < 0.05$ . These findings indicate that, even though there is a correlation between job engagement and organizational engagement, both measures are distinct among the respondents in this study. Notably, there is a higher level of organizational engagement (mean = 20.03) compared to job engagement (mean = 18.08), as illustrated in Table 2 above.

**Table 3: Kaiser-Meyer-Olkin (KMO) and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.897
Bartlett's Test of Sphericity	Approx. Chi-Square	6.678
	df	1899
	Sig.	.000
Cronbach's Alpha Test		.913
Cronbach's Alpha based std. Items		.966

Source: Compiled and analysed by researchers

Table 3 presents the outcomes of the Kaiser-Meyer-Olkin (KMO) measure, yielding a value of 0.897, and the Cronbach's Alpha value, which stands at 0.913. These values affirm the sampling adequacy, validity, factorability, and reliability of the questionnaire data utilized in the study.

**Table 4: Multiple Regression Analysis to forecast employee engagement.**

Employee Engagement Factors	Job Engagement	Organizational Engagement
Recreational Activities	0.007	-0.058
Employee Training and Development	0.237	0.082
Co- Workers Relationship	0.312	0.283
R <sup>2</sup>	0.446	0.571
F	11.918	20.931

Source: Compiled and analysed by researchers

The significance level is set at  $p < 0.10$ , and the values presented in the table represent the standard beta coefficients. To assess and affirm the hypotheses, a multiple regression analysis test was conducted. In this test, both job engagement and organizational engagement were simultaneously regressed on all three individual factors of engagement, as detailed in Table 4 above.

**Table 5: Multiple regression analysis of factors predicting Job engagement**

Predictor variables	Unstandardized Coefficient Beta.	Standardised Coefficient Beta.	t- value	Sig.	Collinearity Tolerance	VIF
Constant	6.616		4.174	0.000		
Recreational Activities	0.003	0.006	0.040	0.960	0.300	4.369
Employee Training and Development	0.190	0.257	1.910	0.065	0.339	2.945
Co- Workers Relationship	0.299	0.312	2.810	0.005	0.449	3.220

Source: Compiled and analysed by researchers

**R<sup>2</sup> = 0.435 Adjusted R<sup>2</sup> = 0.391 F= 11.918 and  $p < 0$**

**Table 6: Multiple regression analysis of factors predicting Organisational engagement**

Predictor variables	Unstandardized Coefficient Beta.	Standardised Coefficient Beta.	t- value	Sig.	Collinearity Tolerance	VIF
Constant	1.070		0.967	0.339		
Recreational Activities	-0.061	-0.066	-0.459	0.644	0.218	4.299
Employee Training and Development	0.069	0.076	0.651	0.521	0.341	2.899
Co- Workers Relationship	0.312	0.271	2.661	0.008	0.459	2.219

Source: Compiled and analysed by researchers

**The value of  $p < 0.10$ , R<sup>2</sup>= 0.571 F= 20.931**

Table 5 and 6 present the outcomes of the regression analysis. The findings distinctly indicate that the drivers of employee engagement account for a substantial proportion of the variance in job engagement ( $R^2 = 0.433$ ,  $p < 0.10$ ) as shown in Table 5, and organizational engagement ( $R^2 = 0.571$ ,  $p < 0.10$ ) as depicted in Table 6.

Concerning the study hypotheses, the results obtained from the regression analysis indicate that co-workers relationship (0.312,  $p < 0.10$ ) and Employee Training and Development (0.257,  $p < 0.10$ ) emerged as significant predictors of job engagement, as presented in Table 4. Additionally, Table 5 reveals that co-employees' support (0.271,  $p < 0.10$ ) was a significant predictor of organizational engagement. Consequently, the results support the acceptance of hypotheses labeled H2 (a), H3 (a), and H3 (b).

**Table: 7 Multiple Regression result on Job Outcome of Employee Engagement**

Variable	Job Satisfaction	Commitment	Quitting Intention	Organisation Citizenship Behaviour
Job Engagement	0.379	0.590	-0.248	0.719
R <sup>2</sup>	0.137	0.347	0.065	0.523
F	16.599	53.665	7.029	108.999
Organizational Engagement	0.489	0.747	-0.352	0.668
R <sup>2</sup>	0.245	0.587	0.128	0.578

F	33.421	129.112	14.678	145.987
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Source: Compiled and analysed by researchers

**The value of  $p < 0.10$  and values in table are Standardized Beta Coefficient**

Table 7 presents the results of the regression analysis for the measures of employee engagement, namely job engagement and organizational engagement. These results justify a significant level of variance in the work outcomes variables examined in the study. Job engagement variables account for a modest yet significant extent of variance in job satisfaction ( $R^2 = 0.137$ ,  $p < 0.10$ ), organizational commitment ( $R^2 = 0.347$ ,  $p < 0.10$ ), quitting intentions ( $R^2 = 0.059$ ,  $p < 0.10$ ), and organizational citizenship behavior ( $R^2 = 0.523$ ,  $p < 0.10$ ). On the other hand, organizational engagement demonstrates a notable level of variance in job satisfaction ( $R^2 = 0.245$ ,  $p < 0.10$ ), organizational commitment ( $R^2 = 0.587$ ,  $p < 0.10$ ), quitting intentions ( $R^2 = 0.128$ ,  $p < 0.10$ ), and organizational citizenship behavior ( $R^2 = 0.578$ ,  $p < 0.10$ ).

Furthermore, both job engagement and organizational engagement collectively predict job satisfaction ( $0.379$ ,  $p < 0.10$  and  $0.489$ ,  $p < 0.10$ ), organizational commitment ( $0.590$ ,  $p < 0.10$  and  $0.747$ ,  $p < 0.10$ ), quitting intentions ( $-0.248$ ,  $p < 0.10$  and  $-0.352$ ), and organizational citizenship behavior ( $0.719$ ,  $p < 0.10$  and  $0.668$ ,  $p < 0.10$ ). These results affirm the acceptance of Hypotheses H4 (a), H4 (b), H4 (c), and H4 (d), as well as H5 (a), H5 (b), H5 (c), and H5 (d) respectively.

To examine the final hypothesis concerning the mediation effect in the research, where employee engagement (both job engagement and organizational engagement) serves as a mediator between the group of factors and individual work outcomes, multiple regression analyses were once again conducted. In these regression analyses, work outcomes were initially regressed solely on the factors. Subsequently, the work outcomes were regressed on the factors while incorporating the engagement measures (both job engagement and organizational engagement) as controlled variables.

**Table 8: Result of mediating effect of employee engagement**

Variables (Job Outcomes)	Job Outcome factors Only (Std. Beta)	R <sup>2</sup>	F	Job Outcome factors with Engagement as whole (Std. Beta)	R <sup>2</sup>	F
Job Satisfaction	0.489	0.23	32.119	0.510	0.265	36.123
Organisational Commitment	0.776	0.578	143.67	0.778	0.656	177.51
Quitting Intention	-0.389	0.150	18.343	-0.400	0.160	19.234
Organisation Citizenship Behaviour	0.787	0.569	135.78	0.810	0.656	191.32

Source: Compiled and analysed by researchers

**The value of  $p < 0.10$  and values in the table are Standardized Beta Coefficient.**

Examining the outcomes presented in Table 8, the mediating effects of employee engagement were assessed. The  $R^2$  values reveal that, for job satisfaction, the factors accounted for 23% of the variance, but this increased to 26.5% ( $p < 0.10$ ) with engagement measures (both job engagement and organizational engagement) controlled. Regarding organizational commitment, the factors explained 57.8% of the variance, increasing to 65.6% ( $p < 0.10$ ) with engagement measures controlled. In the case of quitting intentions, the factors extracted 15% of the total variance, which rose to 16% ( $p < 0.10$ ) with engagement measures controlled. Lastly, for organizational citizenship behavior, the factors explained 56.9% of the variance, increasing to 65.6% ( $p < 0.10$ ) with engagement measures controlled. In summary, the results of the regression analysis affirm the acceptance of H6, indicating that the relationship between engagement-driving factors and employee engagement, as well as job outcomes variables, is effectively mediated by employee engagement (both job engagement and organizational engagement).

This research makes a significant contribution to our understanding of employee engagement as an intricate method by advocating for the differentiation between job engagement and organizational engagement. This distinction proves valuable for researchers and HR managers, providing insights into the strategic significance of employee engagement. By examining individual and group job analyses, it aids in aligning individual goals with organizational objectives. The model evaluates various factors, such as personality, attitude, attributes, rewards, and employee development, as drivers of employee engagement. However, it's crucial to acknowledge that employee engagement varies among individuals, requiring HR departments to create a win-win situation. Engaged employees demonstrate a resilient identification with their organization's suc-

cess, leading to rewards and compensation. The model, applied to top IT Companies at Gurgaon emphasizes the cost-effective nature of support and relationships among co-workers in fostering long-term engagement. Employee training and development, coupled with job satisfaction, emerged as key drivers of employee engagement. In summary, the multiple regression analysis indicates that individual factors influencing employee engagement significantly impact job outcomes. These drivers contribute substantially to employee attitudes, with the mediating effect of employee engagement enhancing their positive impact on job outcomes. In conclusion, employee engagement, whether in job or organizational aspects, effectively mediates the relationship between drivers of employee engagement and job outcomes. The study supports the utilization of the social exchange theory (SET) as a conceptual framework, suggesting that employees with sufficient co-worker support are likely to reciprocate with increased job and organizational engagement. Similarly, employees who perceive adequate support through development methods, such as training and learning, are more inclined to engage actively in their job responsibilities, leading to heightened organizational engagement and support.

## **FINDINGS AND CONCLUSION:**

- a) This research significantly contributes to the understanding of employee engagement as a crucial aspect of managing personnel. It emphasizes the importance of differentiating between job engagement and organizational engagement in analyzing employee engagement. This distinction proves valuable for researchers and HR managers, enabling a strategic examination of employee engagement by delving into individual and group job analyses. Additionally, it facilitates the alignment of individual goals with organizational objectives, considering factors such as personality, attitude, attributes, rewards, and employee development as drivers of employee engagement.
- b) The study underscores the variability of employee engagement, emphasizing the HR department's responsibility to create a win-win situation for all stakeholders. Engaged employees tend to identify strongly with their organization's success, seeking recognition and compensation from top management for their contributions. The proposed employee engagement model is applicable to Gurgaon based IT organizations emphasizing the cost-effectiveness of fostering support and relationships among coworkers for sustained, high-level engagement.
- c) Employee training and development, along with job satisfaction, emerged as key factors driving employee engagement. The analysis, employing the multiple regression method, indicates that individual factors influencing employee engagement significantly impact job outcomes. These engagement drivers make noteworthy contributions to employees' attitudes, particularly when mediated by employee engagement, resulting in positive enhancements to job outcomes.
- d) In conclusion, the study demonstrates that employee engagement, whether in job or organizational contexts, significantly mediates the relationship between engagement drivers and job outcomes. It aligns with the social exchange theory (SET), suggesting that employees receiving sufficient support from coworkers are more likely to reciprocate with heightened levels of job and organizational engagement. Similarly, employees exposed to effective development methods, such as training and learning, are more inclined to engage with their job responsibilities and organization, leading to increased organizational support and engagement.

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