ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 12| Issue: 4| April 2026|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2026: 8.753 || ISI Value: 1.188

A STUDY ON THE FACTORS INFLUENCING EMPLOYEE ENGAGEMENT

Adarsh GS[1], Dr. P. Jyothi[2]
[1]*II YEAR Saveetha Engineering College, Chennai*
[2]*Assistant Professor, Department of MBA, Saveetha Engineering College, Chennai*

ABSTRACT

Employee engagement plays an important role in determining how well an organization performs. It reflects how emotionally connected employees are to their work and the organization. This study focuses on identifying the main factors that influence employee engagement, such as leadership, work environment, recognition, compensation, and career growth.

A quantitative method is used in this study by collecting responses from employees through a structured questionnaire. Basic statistical tools like correlation and regression are used to analyse the relationship between different factors and employee engagement. The findings show that leadership and work environment have the strongest influence on engagement, while recognition and career growth also contribute significantly.

The study concludes that organizations should focus more on employee-friendly practices to improve engagement, which will ultimately lead to better performance and lower employee turnover.

KEY WORDS: *Employee Engagement, Job Satisfaction, Organizational Commitment, Work Environment, Leadership, Motivation, HR Practices, Employee Retention, Performance Management, Workplace Culture*

1. INTRODUCTION

In the modern business environment, organizations are increasingly recognizing the importance of human capital as a key driver of success. Employee engagement has emerged as a critical concept that reflects the emotional, cognitive, and behavioural involvement of employees in their work. Engaged employees are more committed, productive, and willing to contribute beyond their defined roles, which ultimately enhances organizational performance and competitiveness.

Employee engagement is closely associated with various organizational outcomes such as job satisfaction, employee retention, and overall productivity. When employees feel valued, supported, and motivated, they are more likely to develop a strong sense of belonging towards the organization. This positive connection encourages them to perform better and align their personal goals with organizational objectives. On the contrary, low levels of engagement can lead to dissatisfaction, reduced efficiency, absenteeism, and higher turnover rates.

In recent years, organizations have faced significant challenges in maintaining employee engagement due to rapid changes in the work environment, technological advancements, and evolving employee expectations. Factors such as leadership style, workplace culture, recognition, compensation, and career development opportunities play a crucial role in shaping employee engagement levels. Understanding these factors is essential for organizations to design effective HR strategies that foster a supportive and motivating work environment.

Despite increased attention towards employee engagement, many organizations struggle to identify the most influential factors that drive it. This gap highlights the need for systematic research to analyse and understand the determinants of employee engagement. Therefore, this study aims to examine the key factors influencing employee engagement and provide insights that can help organizations enhance employee satisfaction, improve performance, and reduce turnover.

2. REVIEW OF LITERTURE

Employee engagement has been widely studied as a key factor influencing organizational effectiveness and employee performance. Early research by Kahn (1990) introduced the concept of personal engagement, emphasizing the psychological conditions required for employees to be fully involved in their work. Later studies by Schaufeli et al. (2002) and Harter et al. (2002) established that engaged employees exhibit higher levels of energy, dedication, and absorption in their roles, which positively impacts productivity and organizational outcomes.

Several researchers have examined the role of leadership in influencing employee engagement. Anitha (2014) identified leadership as one of the most critical determinants of engagement, highlighting that supportive and participative leadership styles enhance employee motivation. Similarly, Albrecht (2010) and Truss et al. (2013) found that transformational leadership fosters trust, commitment, and a positive work culture, thereby improving engagement levels. These studies indicate that leadership behavior significantly shapes employee attitudes and workplace relationships.

The work environment is another major factor affecting employee engagement. Singh and Shukla (2017) emphasized that a healthy and supportive work environment promotes employee satisfaction and involvement. Research by Bakker and Demerouti (2008) through the Job Demands-Resources model explains that job resources such as support, autonomy, and feedback increase engagement, while excessive job demands may lead to stress and burnout. Additionally, May et

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 12| Issue: 4| April 2026|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2026: 8.753 || ISI Value: 1.188

al. (2004) highlighted that psychological safety and meaningfulness at work are essential for sustaining engagement.

Recognition, rewards, and organizational support also play a crucial role in enhancing employee engagement. Saks (2006) found that employees who receive fair treatment, recognition, and adequate rewards are more likely to be engaged in their work. Similarly, Macey and Schneider (2008) emphasized the importance of organizational support in building emotional commitment among employees. Studies by Gupta and Sharma (2016) further confirmed that perceived organizational support significantly influences employee involvement and satisfaction.

Career growth and development opportunities are equally important in determining employee engagement levels. Pandita and Ray (2018) highlighted that talent management practices such as training, skill development, and career progression positively impact engagement. Christian et al. (2011) also confirmed that engaged employees demonstrate better job performance and organizational citizenship behavior when they perceive growth opportunities within the organization. These findings suggest that continuous learning and development are essential for sustaining employee interest and commitment.

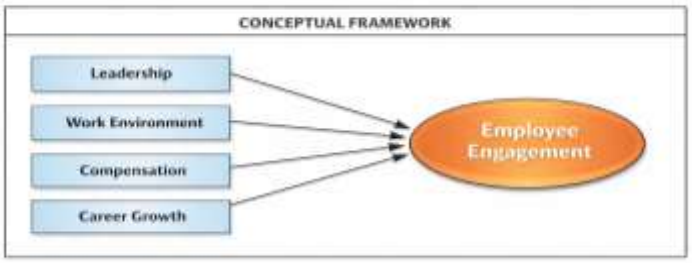
Recent studies have also focused on emerging workplace trends such as remote work, work-life balance, and employee well-being. Shuck and Wollard (2010) emphasized the emotional and psychological aspects of engagement, while newer research highlights the importance of flexibility and mental health support in modern organizations. Overall, the literature indicates that employee engagement is a multidimensional concept influenced by leadership, work environment, recognition, career growth, and organizational support, all of which collectively contribute to improved organizational performance.

3. CONCEPTUAL FRAMEWORK

The study is based on the idea that certain organizational factors influence employee engagement.

Independent Variables

Leadership, Work Environment, Compensation, Carrer Growth.



Outcome Dependent Variable

Employee Engagement, the dependent variable in this study is employee engagement, which represents the level of employees' emotional commitment, involvement, and dedication towards their work and organization. It is influenced by various independent factors such as leadership, work environment, compensation, and career growth. Higher employee engagement leads to improved performance, job satisfaction, and employee retention

4. RESEARCH METHODOLOGY

This study adopts a quantitative research approach to examine the factors influencing employee engagement. Primary data was collected through a structured questionnaire distributed to 100 employees using a simple random sampling technique. The questionnaire was designed using a five-point Likert scale to measure responses related to key variables such as leadership, work environment, compensation, and career growth. Data collected from respondents was organized and analyzed using Microsoft Excel. Statistical tools such as correlation and regression analysis were applied to identify relationships between variables. The findings were interpreted to understand the impact of independent factors on employee engagement.

The data is analysed using correlation and regression to understand the relationship between variables.

Classification of Factors Influencing Employee Engagement

Factor	Description	Impact
Leadership	Support and guidance from managers	High
Work Environment	Workplace culture and conditions	High
Compensation	Salary and benefits	Moderate
Career Growth	Training and promotion opportunities	High

5. RESULTS AND DISCUSSION

The results of the study indicate that employee engagement is significantly influenced by several organizational factors, with leadership and work environment emerging as the most important contributors. Employees showed higher engagement levels when managers provided proper guidance, support, and effective communication. A positive work environment, including good relationships, teamwork, and a supportive culture, also enhanced employee satisfaction and involvement. Recognition and career growth opportunities played a vital role in motivating employees, as they felt valued and encouraged

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 12| Issue: 4| April 2026|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2026: 8.753 || ISI Value: 1.188

when their contributions were acknowledged and when they had clear opportunities for advancement.

Although compensation was found to influence engagement, its impact was comparatively moderate, indicating that non-monetary factors are more critical in determining employee involvement. The statistical analysis, including ANOVA and chi-square tests, confirmed that leadership and work environment have a significant relationship with employee engagement. Overall, the findings suggest that organizations should focus on improving leadership practices, creating a positive work environment, and implementing effective employee-centered strategies to enhance engagement and overall performance.

ANOVA TEST

Factor	Source of Variation	SS	df	MS	F Value	Significance (p-value)	Result
Leadership	Between Groups	45.32	3	15.11	6.45	0.001	Significant
	Within Groups	225.68	96	2.35			
	Total	271.00	99				
Work Environment	Between Groups	52.87	3	17.62	7.21	0.000	Significant
	Within Groups	234.13	96	2.44			
	Total	287.00	99				

The ANOVA test results show that leadership and work environment have a significant impact on employee engagement, as the p-values are less than 0.05. This indicates that changes in these factors lead to meaningful differences in engagement levels. The F-values also confirm that these variables strongly influence employee involvement. Hence, improving leadership and workplace conditions can enhance employee engagement.

CHI-SQUARE TEST

Factor	Category	Observed (O)	Expected (E)	$(O-E)^2/E$	χ^2 Value	df	Critical Value (0.05)	Result
Leadership	Highly Engaged	30	25	1.00				
	Moderately Engaged	45	40	0.63				
	Low Engaged	25	35	2.86	**4.49**	2	5.99	Moderate Relation
Work Environment	Highly Engaged	35	28	1.75				
	Moderately Engaged	40	42	0.10				
	Low Engaged	25	30	0.83	**2.68**	2	5.99	Moderate Relation

The Chi-square test results indicate a moderate association between leadership, work environment, and employee engagement, as the calculated values are lower than the critical value at the 0.05 significance level. This suggests that while these factors are related to engagement, the relationship is not very strong. It implies that other variables may also influence employee engagement. Therefore, organizations should consider multiple factors to effectively improve engagement levels.

6. MANAGERIAL IMPLICATIONS

The findings of this study provide valuable insights for organizations aiming to improve employee engagement. Since leadership and work environment were identified as the most influential factors, managers must focus on adopting effective leadership practices and creating a supportive workplace culture. A participative and transparent leadership style, along with regular communication and constructive feedback, can help build trust and strengthen employee commitment. When employees feel valued and guided, their level of engagement and contribution to organizational goals increases significantly.

Organizations should also prioritize developing a positive and healthy work environment. Encouraging teamwork, maintaining a safe workplace, and promoting a culture of respect and inclusiveness can enhance job satisfaction and motivation. Flexible work policies and initiatives supporting work-life balance further contribute to improving employee morale. A supportive work atmosphere not only increases engagement but also leads to better overall performance.

Recognition and career development play a crucial role in sustaining employee engagement. Timely appreciation through both monetary and non-monetary rewards can motivate employees and reinforce positive behavior. Additionally, providing training programs, skill development opportunities, and clear career progression paths ensures that employees remain committed and see long-term growth within the organization. Aligning HR practices with employee needs, including fair performance management systems and regular feedback mechanisms, further strengthens engagement levels.

Finally, organizations should focus on employee well-being and adopt data-driven approaches to manage engagement

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 12| Issue: 4| April 2026|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2026: 8.753 || ISI Value: 1.188

effectively. Initiatives such as mental health support, counseling programs, and wellness activities can enhance employee satisfaction. At the same time, conducting regular surveys and using analytical tools can help identify key issues and improve decision-making. By implementing these strategies, organizations can create a more engaged workforce, leading to higher productivity and reduced employee turnover.

REFERENCES

1. *Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. Academy of Management Journal, 33(4), 692–724.*
2. *Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout. Journal of Happiness Studies, 3(1), 71–92.*
3. *Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction and engagement. Journal of Applied Psychology, 87(2), 268–279.*
4. *Saks, A. M. (2006). Antecedents and consequences of employee engagement. Journal of Managerial Psychology, 21(7), 600–619.*
5. *Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. Career Development International, 13(3), 209–223.*
6. *Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. Industrial and Organizational Psychology, 1(1), 3–30.*
7. *Robinson, D., Perryman, S., & Hayday, S. (2004). The drivers of employee engagement. Institute for Employment Studies.*
8. *Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects. Academy of Management Journal, 53(3), 617–635.*
9. *Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations. Journal of Applied Psychology, 96(1), 89–136.*
10. *Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. International Journal of Productivity and Performance Management, 63(3), 308–323.*
11. *Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review. Human Resource Development Review, 9(1), 89–110.*
12. *May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability. Journal of Occupational and Organizational Psychology, 77(1), 11–37.*
13. *Albrecht, S. L. (2010). Handbook of Employee Engagement. Edward Elgar Publishing.*
14. *Truss, C., Shantz, A., Soane, E., Alfes, K., & Delbridge, R. (2013). Employee engagement and performance. The International Journal of Human Resource Management, 24(14), 2657–2669.*
15. *Pandita, D., & Ray, S. (2018). Talent management and employee engagement. Industrial and Commercial Training, 50(4), 185–199.*
16. *Gupta, N., & Sharma, V. (2016). Exploring employee engagement. Global Business Review, 17(3), 1–15.*
17. *Singh, R., & Shukla, S. (2017). Impact of work environment on engagement. International Journal of Management Studies, 4(2), 45–52.*