

Factors Affecting Employee Engagement: A Study on Private Organizations in Bangladesh

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Abstract

Employee engagement is essential for a company to maintain positive and productive work environment. Employee engagement and motivation at work are key factors in the success of teams and the entire organization. It improves productivity, reduces turnover rates, and fosters a positive work culture. This study explores the various ways in which organizations can increase employee engagement and motivation. The study also highlights the importance of leaders and managers in promoting a supportive work culture. Employee engagement is used to describe a worker's emotional and intellectual attachment to their organization, which expresses as dedication, enthusiasm, excitement, focused work, and enthusiasm. Engaged workers typically feel better about their jobs. Companies with engaged employees also typically generate higher profit. The study discusses the importance of work independency, equitable pay structure, professional growth, work-life balance, and cooperation of supervisor co-worker. This study identifies the most influential drivers that motivate employees to engage their job psychologically and physically. This study also determine the factor that policy maker should consider in order to increase employee engagement.

Keywords: Employee engagement, work independency, work-life balance, Professional growth

DOI: 10.7176/EJBM/15-16-03

Publication date:September 30th 2023

1. Introduction:

Employee engagement is fundamental to any organization's success, as it directly impacts productivity, employee retention, and overall job satisfaction. As such, it is essential to implement effective strategies to increase employee engagement in the workplace. Employee engagement is one of the most important variables in determining an organization's success.. Employees are an organization's most valuable resource, and when they are engaged, they are able to work together and perform at their highest level. The level of commitment and passion employees have for their jobs and their workplaces is known as employee engagement. Additionally, it assists companies in monitoring and controlling workers' perceptions of workplace culture. (Blair Williamson). The phrase "employee engagement" refers to how a person feels about their employer and coworkers. By assessing how people feel about their working environment, it monitors staff morale, job satisfaction, and ultimately company outcomes.

2. Objectives

This main purpose of the study is to determine the influential factor on Employee engagement in different organizations in Bangladesh. The objectives of this study are:

1. To determine influential factors of employee engagement in different private organizations in Bangladesh.
2. To identify the aspect that companies should take into account to boost employee engagement.

3. Methodology

The main purpose of this study is to understand the factors behind employee engagement in private organization in Bangladesh. This study followed both quantitative research and qualitative research approaches. To collect quantitative data, a survey was conducted on 50 employees in different organizations of Narayanganj. They were provided a questionnaire through the Google survey form. The survey was conducted by questionnaires, case study, and In-depth interview. To gather qualitative data, in-depth interviews were conducted with five employees. The data arranged is visually appealing and delivers a proper and concrete message to the policymaker. This study followed a purposive sampling method to select the samples.

4. Literature Review

Employee engagement is a commitment to the organization both intellectually and emotionally (Baumruk, 2004; Richman, 2006; Shaw, 2005). According to Perrin (2008), it refers to how far employees go above and beyond what is expected of them. Employee engagement is essentially a measure of how excited employees are about their work, how committed they are to the organization, and how eager they are to put in extra effort (Zhang & Bartol, 2010). Kahn (1990) defined engagement as being present when performing a position within an organization, both mentally and physically. Engaged workers are deeply connected to their companies and they feel passion for their work. They promote innovation and advance the company (Gallup, 2004). Contrarily, disengaged workers go

through their workdays like sleepwalking through their workday, putting in time but without passion or energy. They don't interact effectively with their supervisors or fellow employees. Actively disengaged employees aren't only dissatisfied at work; they're also busy complaining about it. Every day, these workers undermine the efforts of their dedicated peers. According to Baumruk (2004), Richman (2006), and Shaw (2005), an individual's emotional and intellectual commitment to a company is often referred to as their level of employee engagement. The purpose of Maha Ahmed Zaki Dajani's 2015 study, "The Impact of Employee Engagement on Job Performance and Organizational Commitment in the Egyptian Banking Sector," was to identify the key elements influencing employee engagement in the Egyptian context and to investigate the applicability of social exchange theory to the effects of employee engagement on both job performance and organizational commitment.

Employee engagement was defined as "the extent to which employees commit to something or someone in their organization, how hard they work, and how long they stay as a result of that commitment" by the Corporate Leadership Council in 2004. When employees of a business exhibit engagement, commitment, enthusiasm, excitement, focused work, and energy, this is the best situation. It therefore includes both behavioral and attitudinal elements (Erickson, 2005). The level of an employee's emotional and intellectual commitment to their company and its success is measured by their level of engagement. It is a result of how employees have interacted with their workplaces, which is reflected in their behaviors, which may be divided into three categories: say, remain, and strive (Hewitt, 2005).

Corporate leadership Council (2004) described employee engagement as "the extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of that commitment". It is an ideal condition, when an organizational connotes involvement, dedication, passion, excitement, focused work, and energy among employees. As a result, it involves both behavioral and attitudinal components (Erickson, 2005). Engagement is the measure of an employee's emotional and intellectual commitment to their organization and its success. It is a product of employees' organizational experiences that are characterized by behaviors that are categorized in to three categories: say, remain and strive (Hewitt, 2005). Employee engagement, according to Seijts and Crim (2006), is a person that is completely engrossed and passionate about their profession. According to Brown (2006), employee engagement develops as they travel up the engagement pyramid, combining satisfaction, motivation, commitment, and advocacy.

5. Factors of Employee Engagement

Employee engagement is no longer just the newest buzzword in business; firms now understand it as a tool that improves business performance. ISR conducted research on this relationship between organizational success and employee engagement in 2006 using a global survey. According to the ISR study, EPS (Earnings per Share) increased by more than 25% at businesses with high engagement ratings while it decreased by 11% at businesses with poor engagement scores. The findings support the notion that engagement has a favorable impact on business performance. Therefore, if businesses want to affect employee engagement, they must understand what "causes" it. Organizations can try and regulate employee engagement levels by comprehending these drivers and utilizing them. There are some broad drivers which are presented below:

5.1 Work Environment - When an employee connects with the organizational culture, the relationship between the employee and the company is strengthened. If an employee perceives their workplace as enabling and helpful, they will be engaged and encouraged to go above and beyond the call of duty.

5.2 Pay and Benefits - Appropriate compensation and benefits packages are also essential for employee engagement. The right compensation package can attract top talent to join an organization and retain employees who are loyal and committed. Companies that pay competitive wages and provide a comprehensive benefits package to employees usually have high engagement levels. For instance, Costco offers its employees a variety of benefits, such as excellent health care, paid vacations, and holidays, which can lead to high employee engagement. Equitable compensation with reward and recognition programs increases motivation and encourages dedication and engagement.

5.3 Work-Life Balance - Work/life balance is crucial for employee engagement and long-term success. It helps employees balance their personal and professional lives, focusing on priorities and dividing time between family, health, and career. The COVID-19 pandemic has emphasized the importance of flexible working hours, remote working, and telecommuting. These factors increase productivity, reduce costs, and lead to increased job satisfaction, engagement, and commitment to work.

5.4 Professional Growth: - Top employees seek a career path and are willing to move if bored or frustrated. To keep them engaged and interested in staying, employers must prioritize career advancement. Discuss job promotion potentials during interviews, provide career counseling advice, and offer training opportunities. Encourage employees to shadow other departments and learn about other positions.

5.5 Company Management and Leadership - It is a well recorded fact that most resignations happen because the employee is not satisfied with his/her 'boss.' An organization that spends time and effort in grooming leaders who are aligned to its goals, culture and people invests well. New age industries have a young and dynamic workforce

that looks for autonomy in decision making, increased responsibility and accountabilities. Employee satisfaction is significantly influenced by a company's executives and managers. Employees are more inclined to listen to and follow directions from their bosses when they feel they can respect them.

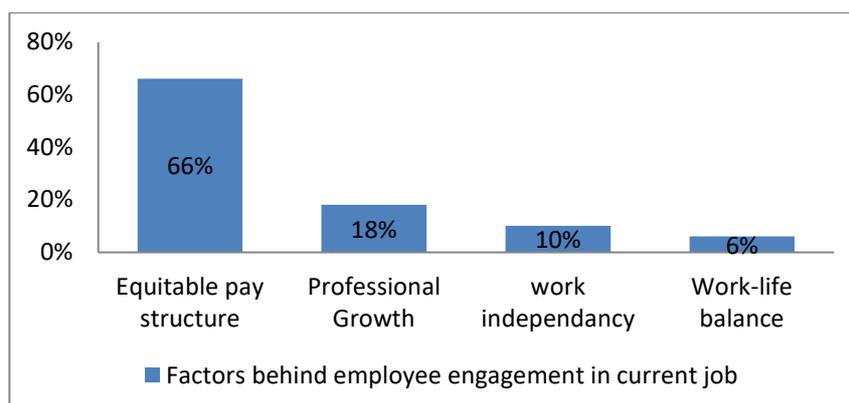
5.6 Relationships with Superiors & Coworkers-Positive working relationships with coworkers can have a significant impact on employee engagement. Employees who feel a sense of camaraderie and collaboration with their colleagues and superiors tend to be more engaged. When employees work well together, they can share knowledge, ideas, and skills which can enhance productivity. For example, Google fosters such an environment by encouraging employees to share their ideas with one another and collaborate as a team.

6. Survey and Findings

One of the key elements of successful firms is employee engagement. Every organization needs the employee to be engaged for better performance outcomes. This study conducted a survey and in-depth interviews to understand various related factors that affecting employee engagement. Respondents were asked some questions regarding employee engagement. The results show that there are various reasons which motivate them to highly involve in their job with great enthusiasm for the success of their employer. This study looked into what makes a better employee engagement.

6.1 Factors behind Engagement in Current Job

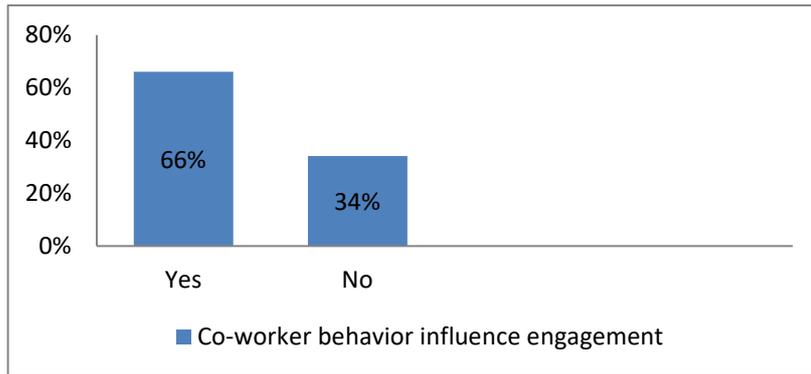
Factor	No. of Respondents	Percentage
Equitable pay structure	33	66%
Professional Growth	9	18%
Work independency	5	10%
Work-life balance	3	6%



Respondents of this study were asked which factor affect engagement in their current job. The output clearly shows that equitable pay structure is the most influential factor in employee engagement. About 66% of people dictate that an equitable pay structure is the vital factor employer could use to increase engagement. 18% of respondents revealed that their organization have better opportunities for professional growth that influences them to engage in their job. A few numbers of respondents are engaged for work independency and work-life balance. But their percentages are very low respectively 10% and 6%. This means that companies don't provide opportunities for balancing professional and personal life together. Employees don't have independency and control on their work.

6.2 Co-Worker Behavior Influence Engagement

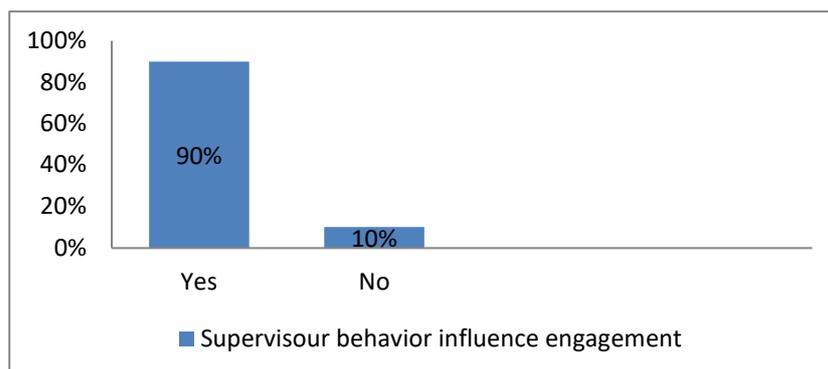
Does Co-Worker behavior influence engagement?	No. of Respondents	Percentage
Yes	33	66%
No	17	34%



Co-worker behavior also plays a vital role in making one comfortable in the organizational environment. Respondents of this study were asked whether Co-worker behavior influences job engagement. 66% of employees agreed with the statement. They feel that Co-worker behavior also plays a vital role in making one comfortable in the organizational environment. 34% of respondent informed that they don't feel any need for co-worker support. This data unveils the notion that their job designs don't need co-worker support.

6.3 Supervisor Behavior Influence Engagement

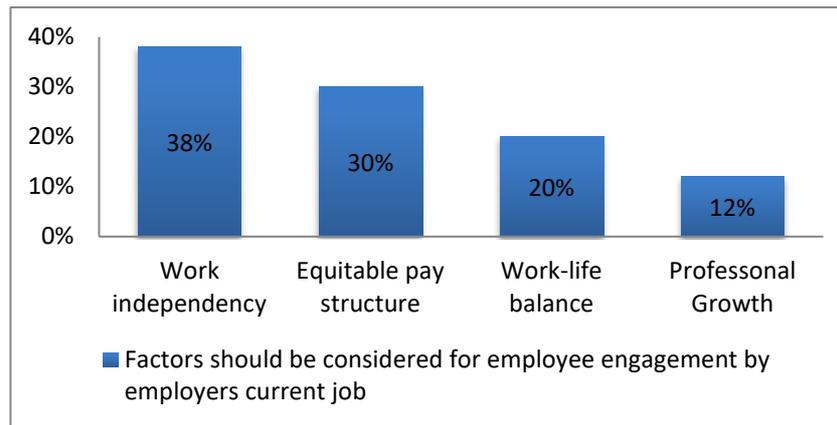
Does Supervisor behavior influence engagement?	No. of Respondents	Percentage
Yes	45	90%
No	5	10%



Respondents of this study were asked whether Supervisor behavior influence job engagement. On the question, about 90% responded positively to the fact that supervisor behavior impacts their engagement. They express that Supervisor behavior comes into force as they are the employee's primary motivation source. They can use their word either destroy their faith or build their trust to increase the employees' engagement. On the other hand 10% responded negatively to the fact that supervisor behavior impacts their engagement.

6.4 Factors Should Be Considered For Increasing Engagement

Factor	No. of Respondents	Percentage
Work independency	19	38%
Equitable pay structure	15	30%
Work-Life balance	10	20%
Professional Growth	6	12%



To determine which factor should take into consideration in terms of increasing the employee's engagement by the employers, responses were asked which factor they think affect them most for job engagement. 38% of employees place work independency in first priority. Among 50 participants, 34% express that equitable pay structure is still vital factors. 20% of respondent want to balance work-life. They opinioned that they want a job help them to balance personal and professional lives. Professional growth is the next important factors that employees want from their job which are 6%.

7. In-Depth Interview Analysis

Five employees who work in different private organization were interviewed in this study to the most influential factors behind their job engagement. This study also tried to find out what employees want from their job. All employees express that pay and benefit are main driving force for engagement in their current job. They said that satisfaction is worthless if salary can't afford for the basic monthly expenditure of a person. They revealed that salary is important at certain level because everyone work to improve their standard of living, to meet all their needs and to fulfill their want. Workers expect a decent salary in exchange of their dedication, skills and efforts. But salary is not the only factors that will keep workers completely satisfied. In addition to raises in salary, workplace flexibility and working from home are the most crucial considerations for employees. Especially women employee wants work environments that give them opportunity to balance professional and personal life together. Sometimes it's seen that they have to leave job from work environment after having much potentiality. A good and cozy working environment, a supporting supervisor and co-worker, professional growth opportunities, the autonomy to work independently, company management policy all these factors are also necessary to keep the worker satisfied. One of the most crucial elements influencing employee engagement is job satisfaction. Employee engagement at work is quite tough if they don't feel content in their jobs.

8. Analysis of the Findings

In developing nations like Bangladesh, a company's productivity and competitiveness are heavily reliant on the engagement of its workforce. The study tried to identify the factors affecting employee engagement and determine the factors should be considered by policy maker for increasing engagement. The findings show some variables- workplace independency, equitable pay structure, and work-life balance, Professional Growth influence employee engagement. Compared with relative importance Workplace independence has the most significant influence on employee engagement, followed by equitable pay structure, and Professional Growth, work-life balance. Now Employees are not satisfies for only salary but also want freedom to work independently. The study reveals that common benefit plans for employees frequently fall short in inspiring young workers. . As a result, it's crucial to implement compensation plan more regularly and thoroughly. The study also suggests that work life balance is crucial factor for employee. Employees have to care for children and parents at the same time. Workload usually interferes with employees' ability to maintain a healthy work-life balance, so organizations should customize their work-life policies. To improve work-life balance, organizations should implement regular engagement activities, tailor work-life policies, and support employees financially and emotionally during adversity. Work-life balance can be facilitated through flexible working arrangements, options for working from home, and telecommuting. Productivity will rise as a result, and expenses will drop. Additionally, maintaining a healthy work-life balance can increase engagement at work and job happiness. Top employees seek a career path and are willing to move if bored or frustrated. To keep them engaged and interested in staying, employers must prioritize career advancement. Additionally, firms must think about how to promote and recognize people that go above and beyond expectations, generate ideas, and increase their productivity.

9. Conclusion

A crucial component of corporate success is employee engagement. In order to satisfy the changing requirements and expectations of their workforce, organizations must regularly review and modify their engagement initiatives. Employee involvement is essential to the development and success of companies. Organizations can establish an enjoyable work environment, enhance organizational outcomes, and gain a competitive advantage in today's changing business environment by emphasizing employee engagement and implementing efficient strategies

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