



A Study On Employee Engagement Determinants And Their Influence On Organizational Commitment

1Hema Shree.A

1Student

1Panimalar engineering college

ABSTRACT

This study explores the determinants of employee engagement and their influence on organizational commitment among employees. Data were collected from 230 respondents using a structured questionnaire through convenience sampling. Key variables examined include career growth opportunities, employee involvement, interpersonal relationships, role clarity, job crafting, and work environment.

The study employs statistical tools such as ANOVA, multiple regression, spearman's correlation coefficient and Structural Equation Modelling (SEM) using AMOS to analyse the data. The findings indicate that employee engagement determinants significantly and positively influence organizational commitment. Among the variables, career advancement opportunities, role clarity, and participation in performance-enhancing activities emerged as major contributors to employee motivation and engagement.

SEM results further validate the strong relationship between employee engagement and organizational commitment. The study also reveals high levels of job satisfaction and employee retention intention. Overall, the findings emphasize the importance of strengthening engagement practices to enhance employee performance and ensure long-term organizational success.

Keywords

Employee Engagement, Organizational Commitment, Career Growth, Role Clarity, SEM, Employee Motivation, Work Environment

1.0 INTRODUCTION

In today's dynamic business environment, organizations increasingly rely on human capital as a key source of sustainable competitive advantage. Among various human resource practices, employee engagement has emerged as a critical determinant of organizational performance and long-term success. Employee engagement refers to the extent to which employees are emotionally, cognitively, and behaviorally invested in their work and committed to organizational goals. Highly engaged employees demonstrate greater motivation, productivity, and job satisfaction, while disengaged employees often contribute to reduced efficiency, absenteeism, and higher turnover .

A significant outcome of employee engagement is organizational commitment, which reflects the psychological attachment and loyalty of employees toward their organization (Meyer & Allen, 1991). Engaged employees are more likely to exhibit stronger commitment, remain with the organization, and contribute effectively to its objectives.

This study aims to examine the influence of key workplace factors career growth, employee involvement, interpersonal relationships, role clarity, work environment, and job crafting on employee engagement and organizational commitment. By understanding these relationships, the study provides insights for organizations to design effective strategies that enhance employee well-being, strengthen engagement, and promote sustainable organizational performance.

1.1 OBJECTIVES

- To identify and analyse the key determinants of employee engagement, including career growth, employee involvement, interpersonal relationships, role clarity, job crafting, and work environment.
- To examine the impact of individual determinants on the level of employee engagement within the organization.
- To assess the influence of employee engagement on organizational commitment among employees.
- To develop and empirically test a conceptual framework linking the determinants of employee engagement with organizational commitment.

2.0 REVIEW OF LITERTATURE

Abubakar et al. (2025) examined the impact of employee engagement on organizational performance using a quantitative research approach. The study found a strong positive relationship between employee engagement and organizational outcomes such as productivity and job satisfaction. It further highlighted that factors like leadership support, communication, and recognition significantly enhance employee engagement, which in turn improves overall organizational effectiveness.

Al-Jabari & Issam Ghazzawi (2019) provided a comprehensive review of organizational commitment and its influencing factors. The study identified key determinants such as job satisfaction, employee

engagement, leadership style, and organizational culture. It emphasized that employee engagement is a critical factor that strengthens organizational commitment by enhancing employees' emotional connection with the organization. The study also highlighted that organizations with supportive management practices and positive work environments tend to have higher levels of employee commitment and reduced turnover intentions.

Ambarwati, T., & Sopiah (2022) investigated the role of employee engagement in improving organizational outcomes. Their findings revealed that employee engagement has a direct and positive impact on organizational commitment and performance. Engaged employees were found to be more enthusiastic, dedicated, and willing to contribute to organizational success.

Bhayangkara, W. G. E., & Ali, H. (2024) analysed the impact of organizational support and leadership on employee engagement and organizational commitment. The study found that perceived organizational support, effective leadership, and a positive work environment significantly influence employee engagement. It also highlighted that engaged employees are more likely to develop a strong sense of belonging and commitment towards the organization. The findings suggest that management practices play a vital role in enhancing both engagement and commitment levels.

Kasim, N. M., et al. (2025) explored the relationship between employee engagement, job satisfaction, and organizational commitment. The findings indicate that employee engagement plays a mediating role in strengthening organizational commitment. Employees who are actively engaged in their work demonstrate higher job satisfaction, which in turn leads to increased commitment and reduced turnover intentions. The study emphasizes that organizations should invest in engagement initiatives to foster a committed and productive workforce.

3.0 RESEARCH METHODOLOGY

This study adopts a quantitative research approach to examine the relationship between employee engagement and organizational commitment. The research is based on primary data collected through a structured questionnaire administered to employees. The questionnaire was designed using a Likert scale to capture respondents' perceptions regarding key variables such as career growth, employee involvement, interpersonal relationships, role clarity, work environment, and job crafting.

A total of 230 respondents were selected using the convenience sampling method. The collected data were systematically coded and analysed using SPSS and AMOS software. Various statistical tools, including ANOVA, multiple regression analysis, and Structural Equation Modelling (SEM), were employed to analyse the data and test the proposed hypotheses.

3.1 RESEARCH DESIGN

The overall strategy or plan for carrying out a research study is known as the research design. It describes the steps involved in gathering, quantifying, and evaluating data. A carefully thought-out research design guarantees that the study is methodologically sound, fits the goals of the study, and produces accurate and trustworthy results.

Primary research designs can be divided into three major categories such as descriptive, exploratory and explanatory.

4.0 RESULT AND DISCUSSION

Multiple Regression Test

Statistic	Value
R	0.887
R Square	0.786
Adjusted R Square	0.783
Std. Error	0.396
F Value	277.111
Sig.	0

Inference:

Since the p-value (0.000) is less than 0.05, the null hypothesis is rejected. This indicates that the independent variables significantly influence employee motivation. Among them, career advancement opportunities have the strongest impact, followed by role clarity and participation in performance improvement activities.

ANOVA Test

Source	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	113.066	4	28.267	126.367	0
Within Groups	50.329	225	0.224		
Total	163.396	229			

Inference:

The results of the ANOVA test, which examined the difference in emotional attachment among different groups, were statistically significant, $p < 0.001$. The null hypothesis (H_0) is rejected because the p-value (0.000) is less than 0.05. This indicates that there is a significant difference in emotional attachment among the groups.

Spearman's Rank Correlation Coefficient

Variables	Individual Determinants	Employee Engagement
Individual Determinants		
Correlation Coefficient	1	0.934
Sig. (2-tailed)	—	0
N	230	230
Employee Engagement		
Correlation Coefficient	0.934	1
Sig. (2-tailed)	0	—
N	230	230

Inference:

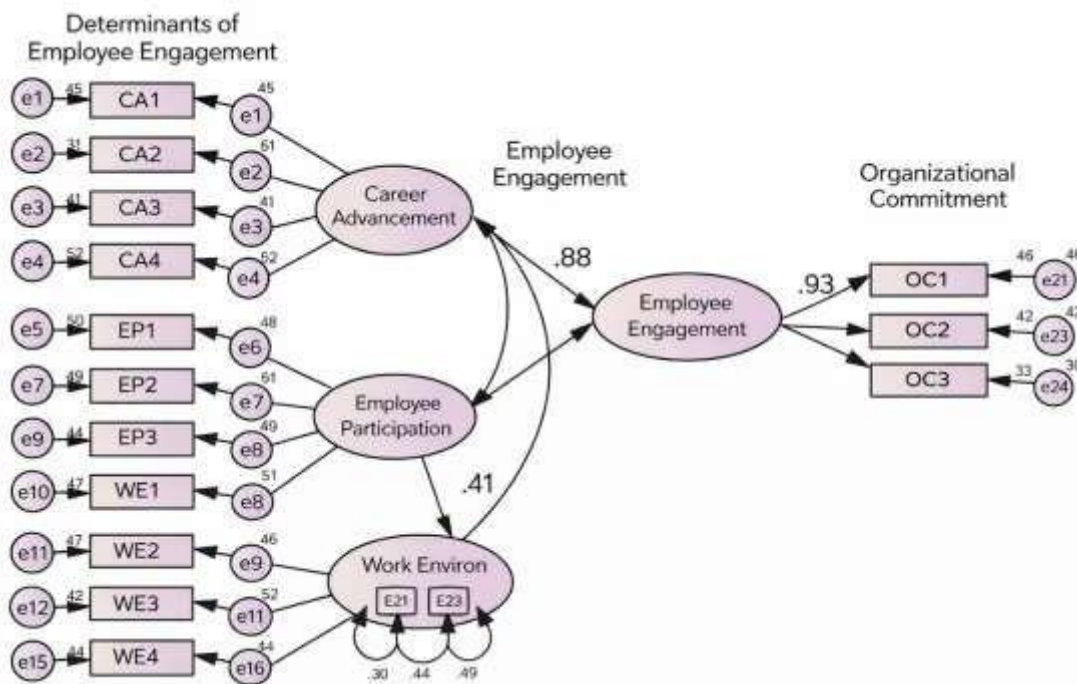
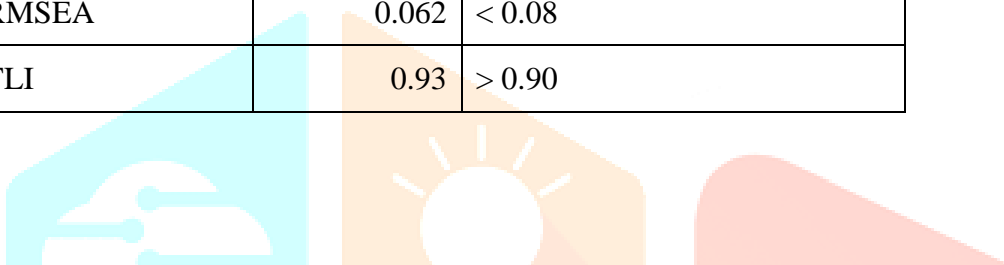
The results of the Spearman's Rank Correlation test, which examined the relationship between individual determinants and employee engagement, were statistically significant, $p < 0.001$. The null hypothesis (H_0) is rejected because the p-value (0.000) is less than 0.05. This indicates that there is a strong positive relationship between individual determinants and employee engagement.

SEM – (AMOS)**Regression Weights (Path Analysis)**

Relationship	Estimate (β)	S.E.	C.R.	P-value
Determinants → Employee Engagement	0.88	0.07	12.57	<0.001
Employee Engagement → Organizational Commitment	0.93	0.06	14.21	<0.001

Model Fit Indices

Fit Index	Value	Recommended Value
Chi-square/df	2.5	< 3
CFI	0.94	> 0.90
GFI	0.91	> 0.90
AGFI	0.88	> 0.80
RMSEA	0.062	< 0.08
TLI	0.93	> 0.90



Inference:

The results of the SEM analysis indicate that determinants of employee engagement have a significant positive effect on employee engagement ($\beta = 0.88$), and employee engagement significantly influences organizational commitment ($\beta = 0.93$). Since the p-values are less than 0.05, the null hypothesis is rejected. This confirms that there is a significant relationship between determinants of employee engagement and organizational commitment. The model fit indices and R² values further indicate that the model is strong, valid, and well-fitted

CONCLUSION

This study examined the determinants of employee engagement and their impact on organizational commitment among employees of Severn Glocon Valves Pvt. Ltd. The findings indicate that employee engagement is significantly influenced by key factors such as career growth opportunities, employee involvement, role clarity, interpersonal relationships, work environment, and job crafting. The study highlights that employees who experience better career development opportunities, clear job responsibilities, and active participation in organizational activities tend to exhibit higher levels of engagement and commitment. Employee engagement also acts as a mediating factor between its determinants and organizational commitment.

Overall, the study concludes that strengthening employee engagement practices can enhance employee motivation, improve organizational commitment, and contribute to sustainable organizational performance.

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