

Employee Engagement: Determinants and Its Influence on Organizational Commitment

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Abstract

Employee engagement is one of the most significant functions of human resource management. An organization's success and sustainability are directly associated with employee engagement. Effective employee engagement has a positive impact on organizational commitment. Multiple factors like career growth, involvement, interpersonal relationship, clarity and work-environment are directly associated with employee engagement, leading to organisational commitment. The present study focuses on assessing the Influence of various employee engagement constructs on an organizational commitment by developing a conceptual framework. The respondents for the survey are selected through the non-probability purposive sampling method. The questions were pre-tested with 100 respondents to find any irregularities. Finally, the pre-tested questionnaire was distributed to 600 respondents. Various statistical tools like descriptive analysis, confirmatory factor analysis and structural equation modeling are used to evaluate the collected data. The Path Co-efficient of the model fit values represents career growth, involvement, interpersonal relationship, clarity, and work environment positively influence employee engagement and organizational commitment is well-fitted with the data. The Path Coefficient of the structural model further revealed that the work environment was the most important factor, followed by career growth, clarity, involvement, and interpersonal relationships.

Keywords: Employee engagement, organizational commitment, path coefficient, structural model.

Introduction

People today are striving to be more competent towards their jobs, but the one thing organizations are currently seeking that would also lead to organizations' competitive advantage is the abstraction of "Employee Engagement". Organizational leaders contemplate uniqueness of the people as the key to increasing productivity rather than other competitive resources such as machines, capital, and the product itself (Lawler, 2003; Burke & ElKot, 2010)

In recent years, employee engagement has emerged as the most critical measure for organizations. Employee engagement is a magnitude of attachment and collusion an employee has towards their organization's values and beliefs. A highly engaged employee is conscious of changing the business environment and works with associates to improve the organization's performance (Nayak, 2016).

Many studies revealed that only 13% of the workforce is fully engaged; however, twice as many are disengaged,

and their suspicious behavior also affects other employees. Actual engagement comes from within when employees realize that their work context is somehow transformative. Engagement at work is only possible when physical, emotional, and intellectual resources are present in the workplace. The organization can aid employees in engaging them at work by making available all the critical organizational resources an employee may need to perform its task. Not only this, but the available resources must also uplift them to grow and develop. Examples of such resources are adequate training and effective use of technology for easing routine tasks.

The need for employee engagement is exceptionally high in the education arena. Efforts on faculty development are associated with employee engagement in higher education. In the broader context, employee engagement involves strategic recruitment, succession strategy, and retention of staff and faculty. At present, employee engagement is dramatically low in the higher education arena, which is due to improper application or identification of correct variables responsible for actual employee engagement in the higher education institutions (Allui & Sahni, 2016; Wasilowski, 2018) because the most highly engaged workers are most vulnerable to collapse, the leaders must plan their policies productively to lift the productivity of employees within the company. In their publication "The Power of Full Engagement", (Jim Loehr & Tony Schwartz, 2014) explained that stimulating engagement is about managing both effort and revival. Much literature was found on employee engagement, its determinants, and its consequences directly associated with different industries operating in the nation. But none were found in the education industry and were primarily unavailable in Uttar Pradesh.

One can see the vast difference like the job between the manufacturing industry and the education industry. So, it is evident that the factors leading to engagement would also differ from each other. Therefore, this study attempts to analyze determinants of employee engagement and its influence on organizational commitment in educational institutions. The study's findings will help the education industry administrators to accentuate the degree of employee engagement which may approve the professional standards of employee engagement within the education industry.

JUSTIFICATION OF THE STUDY

Employee Engagement is serving as one important tool through which the skills and efficiency of the employees can be fully utilized and the overall growth of the organisation can be improved. (Kasinathan and Rajee, 2011) highlighted the importance of employee engagement, that the employees who are engaged would serve the organisation longer, more motivated, form an emotional bonding with the organisation, develops a trust, are more committed towards the organisational goals and strategies and employee engagement is also directly proportional to the profit of the organisation. Employees in academic sector are needed to be much more engaged and committed towards their goals because they have an important role in the society, they act as a light house for their students, motivate them and create a knowledge for them. Therefore, the proposed paper can help them in knowing the determinants essential for strengthening the employee engagement thereby enhancing the organisational commitment.

And, being the first in-depth study on employee's engagement and commitment in the state of Uttar Pradesh, the institution in the state can make a note out of it and can focus on how to make employees more engaged and committed towards the organisational vision in order to enhance institutional growth.

2. Academic framework and development of Hypothesis:

2.1 Career Growth - (Son & Kim, 2019) stated that the intrinsic function of an organization towards career growth is positively associated with work engagement. Benefits of employee compensation influence employee engagement, which positively affects employee attitude toward their work (Timms, et al. 2015; Zacher, et al. 2015; Venz, et al. 2018). (Bai & Liu, 2018) reveals that professional advancement has a remarkable effect on an organization's togetherness and work engagement; the Influence of career growth depends on the individual's organizational value fit. In China, the new generation of employees is more innovative and motivated through the growth of their personal needs. At the same time, they emphasize their

personal career growth and keep pursuing their personal needs satisfaction career goals achievement (Litano & Major, 2016). A Study by (Okurame, 2012) found that career growth prospects and Organizational citizenship behavior are closely related to each other and directly impact work performance and work initiative behavior (Crawshaw, et al. 2012). (Yuen, et al. 2005; Weng & McElroy, 2012) pointed out that Organizational commitment, employee engagement, and work performance are highly influenced by employee career growth. On the basis of the given literature review, the below Hypothesis is being proposed.

H1: The career growth of employees has a positive impact on work engagement.

2.2 Involvement - (Gallie, et al. 2021) affirms a strong association between employee involvement and work engagement. High employee involvement leads to high work engagement and significantly low absenteeism. Higher levels of effort are made to meet the work demand. (Muduli, 2016) found that workforce agility is affected by employee involvement. Employee involvement is a predictor of the workforce and affects employee engagement. The Individuals highly involved in the activity of an organization contribute rational ideas and energy for survival and increase the company's productivity (Narendar Sumukadas & Rajeev Sawhney, 2004). (Amah & Ahiauzu, 2013) states that employee involvement has a significant role in the success of an organization. Employee involvement includes building human capacity, ownership, and responsibility towards the organization. Employee involvement is a part of participative management which refers to the degree of sharing information, knowledge, reward, and power throughout the organization. (Randolph, 2000; Riketta, 2005) stated that employee involvement and work engagement are related, which are influenced by the commitment towards the work and positively affect employee performance in general. Considering the previous research, the subsequent Hypothesis is postulated.

H2: Employee involvement is positively related to work engagement.

2.3 Interpersonal relationship/Connect - Interpersonal relationships act as a prism through which employees perceive their work and organizational environment. It is correlated with a sense of high quality and positivity towards assigned work (Blustein, 2011). Interpersonal communication and relationship consistently play high in maintaining successful job performance. (Singh & Lalropui, 2014) for better e-productivity at the workplace, interpersonal relationship is meaningful because employees effectively interact with their subordinate, superior, and co-workers within the organization, which is directly related to the public outside the operational base of the organization, which determines their level of agility and productivity (Nwinyokpugi & Omunakwe, 2019). (Ngari, 2013a) reveals various dimensions like openness, teambuilding effort, and social activity among employees, which influence interpersonal relationships, and later affect the organization's performance. For a more significant impact on productivity and organizational efficiency, the density of relationships among employees within the organization should also be rich (Lee & Dawes, 2005). (Ulrich, et al. 2010) reveal interpersonal relationships through social support reduce stress and is considered a positive aspect of psychological factors at work. Social support is assumed to be a critical work resource that demands a role in the workplace. (Colbert, et al. 2016) demonstrated vertical and horizontal work relationships among employees, leading to personal growth, efficient task assistance, emotional support, and job satisfaction. A healthy relationship between leader and subordinate can result in higher performance and job satisfaction. A healthy relationship provides opportunities for various exchanges between leaders and associates, allowing the employees to enhance their social bond related to their job. This fosters a sense of teamwork and job satisfaction, ultimately benefiting the entire organization. Because of the affirmation research review, the ensuing Hypothesis is framed.

H3: Interpersonal relationship has a positive influence on Work Engagement.

2.4 Clarity - (Masih, et al. 2013) communication helps create an environment of trust and openness within the organization where employees can express their views openly. It helps them understand what is happening within and outside their immediate team. Employees who are heard well can express their discontent and work together to sort out their causes without affecting their performance. Communication is significant in developing the relationship between the leader and subordinate, which ultimately affects employee

performance (Nayak,

2016). Communicating feedback to the employees regarding their performance is significant

source of work engagement. This needs to happen continuously to measure effective performance and employee development (Hammer, 1979; Peter Cheese, et al. 2008). Employees should have clarity of company values, policies, and practices to generate high engagement (Chandani, et al. 2016). (Shepherd, et al. 2016) study found that lack of job clarity leads to adverse work outcomes and depletion of overall employee performance. However, when employees have clarity about what they are supposed to do and how to meet the organizational expectation, they shape their work behavior for a responsive outcome ((Newman, et al. 2015), (Sangkala, et al. 2016). On the bases of precedent research findings, the present Hypothesis was proposed.

H4: Clarity has a positive influence on work engagement.

2.5 Work Environment - The work environment combines physical, social, and psychological features (Organ, 1997). For education institutes' the work environment plays a significant role (Kompaso & Sridevi, 2010) state that organizations should furnish a psychologically shielded workplace to upgrade employee engagement. Individuals must feel satisfied and passionate in their work-related ventures as it will help them to generate employee engagement (Nasomboon, 2014). Organizations should emphasize training programs that increase employee performance and engagement. (Kompaso & Sridevi, 2010) It is the organization's responsibility to fulfill employees' needs by providing a proper and meaningful work environment because it can foster focused work and interpersonal harmony. (Harter, et al. 2002; Andrew & Sofian, 2012) state that a good work environment can magnify the extent of employee engagement.

H5: The workplace environment has a positive influence on work engagement.

2.6 Employee Engagement - Employee engagement positively impacts organizations by improving employee productivity and lowering absenteeism and employee turnover. An organization can meet competitive advantages when the employees are committed and engaged in their work. (Saks, 2006; Gupta & Sharma, 2016) affirms that employee engagement has two aspects job engagement and organizational engagement. (Hakanen, et al. 2006; Saks, 2006; Martinussen, et al. 2007) reported employee engagement and organizational commitment have a positive connection. From the above mentioned research, the below-mentioned Hypothesis is developed.

H6: Employee Engagement has a positive effect on organizational commitment.

2.7 Organizational Commitment - Affective commitment, Continuance commitment, and

normative commitment are three types of commitment mentioned by (Meyer & Allen, 1997) Affective commitment refers to employee emotional attachment organization. A study conducted by (W. Schaufeli & Salanova, 2011) reveals that engagement level increases organizational commitment and enhances job satisfaction and higher performance.

The Conceptual Framework of the present research is rooted on the above-mentioned research conclusions to assess the Influence of various determinants of employee engagement in Organizational commitment. (Figure 1.)

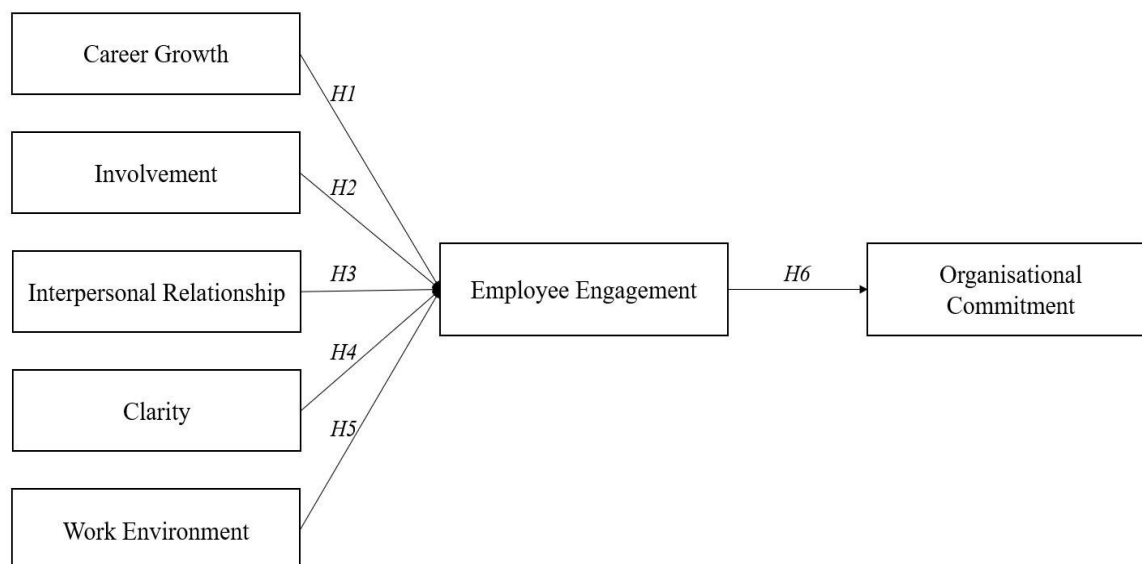


Figure 1. Conceptual Framework

Gap Analysis: There is some conceptual muddle over what factors affect employee engagement and how that translates to loyalty to the organisation. (Kahn, 1990) stated employee engagement in terms of “personal engagement”. It has been noted (Luthan & Perterson, 2002; Anitha, 2014; Guest, 2014) used them interchangeably, because they saw a connection between the various labels on employee engagement. (Hallberg and Schaufeli, 2006) used the terminology were bit muddled because terms like "organisational commitment" and "employee engagement" are used interchangeably. It is also clear that terms such as job satisfaction and organisational citizenship behaviour were often used with employee engagement, either as synonyms or in addition to engagement. Saks (2006) stated the employee engagement is demonstrated differently by different researchers. The definitions and measures often projects various determinants of organisational commitment and organisational citizenship behaviour, as Saks (2006) shows. Organisational commitment and job involvement is like "old wine in a new bottle" because it has conceptual similarity to other well-established concepts, due to different academic's view on employee engagement. Saks, 2006 made an effort to prove that there are "new wine" qualities associated with employee engagement. It is important to note that Saks (2006) distinguishes employee engagement from other work-related attitudes which is directly associated with job involvement and organisational commitment. Employee engagement has been argued to be both an attitude and a behaviour (Bevan, et al. 1997; Schaufeli, et al. 2002; Macey & Schneider, 2009; Shuck & Wollard, 2010; Hewitt, 2014) discussed employee engagement, which consists of a mixture of mental state and actions taken by workers.

3. Materials and methods

The populations selected for the study are the academicians working in four higher education institutes in the Prayagraj district. The selection of academicians was based on simple random techniques so that each participant from the population gets an equal chance to participate in the study. Further, this technique was used to avoid biases in data collection. The questionnaire was framed based on previous research on career growth, involvement, interpersonal relationship, clarity, workplace environment, and their influence on employee engagement and organizational commitment. An elaborated review of literature (Table 1) and opinions received from respondents after the pilot study are used to form a questionnaire to study the role of the factors above of employee engagement and its influence on organizational commitment. A pilot study was carried out with 50 participants. The questionnaire was bifurcated into different segments, the initial section of the questionnaire on gathering demographic information of the respondents like education qualification, age, experience, gender, place of work, department, etc. Respondents were briefed about the motive and objectives of the research. Respondents are requested to report the problems they come across while giving

responses and give feedback related to the design and structure of the questionnaire. Suggestions given by the respondents were included in the final questionnaire to ensure precision in data collection.

Table 1: Construct for the set of questions and their Origin

Construct	Origin
Career Growth	(Yuen, et al. 2005; Crawshaw, et al. 2012; Okurame, 2012; Weng & McElroy, 2012; Kong, et al. 2015; Timms, et al. 2015; Zacher, et al. 2015; Litano & Major, 2016; Bai & Liu, 2018; Venz, et al. 2018; Son & Kim, 2019)
Involvement	(Randolph, 2000; Narendar Sumukadas & Rajeev Sawhney, 2004; Riketta, 2005; Amah & Ahiauzu, 2013; Muduli, 2016; Gallie, et al. 2021)
Interpersonal Relationship	(Lee & Dawes, 2005; Ulrich, et al. 2010; Blustein, 2011b; Ngari, 2013b; Amit Kumar Singh & Professor, 2014; Colbert, et al. 2016; Nwinyokpugi &Omunakwe, 2019;)
Clarity	(Peter Cheese, et al. 2008; Masih, et al. 2013; Newman, et al. 2015; Chandani, et al. 2016; Nayak, 2016; Sangkala, et al. 2016; Shepherd, et al. 2016)
Work Environment	(Organ, 1997; Harter, et al. 2002; Kompaso & Sridevi, 2010; Nasomboon, 2014)
Employee Engagement	(Hakanen, et al. 2006; Richardsen, et al. 2006; Saks, 2006);
Organizational Commitment	(Meyer & Allen, 1997; W. Schaufeli & Salanova, 2011)

The respondents who participated in the study are the teaching faculty from Higher education institutions. It comprises 41.3% males and 58.7% females. Respondents' ages ranged from 25 to 65, averaging 35.39 years. 45.9% are single, and 54.1% are married. Education levels ranged from postgraduate to doctoral, i.e., postgraduate (24.5%), and doctoral (75.5%) Average annual family income of respondents ranged from 1, 80,000 to 3,00,000 INR (US\$ 2118 to 40000).

3.1 Sample Size and method of sampling

Selection of the respondents was adopted through a non-probability purposive sampling method. The researcher targeted a specific group of respondents, specifically the teaching staff of five prominent Higher education institutions in Prayagraj, Uttar Pradesh. The study is comprised of 600 participants out of a population size of 1250. The sample size for the study was more than the recommended sample size of 295 for the finite population, with a confidence level of 95%, a margin of error of 5%, and a population proportion of 50%. Of 600 respondents, 72 response sheets were eliminated due to imperfect information. Therefore, the final sample size was 528, with a response rate of 88%.

3.2 Collection of Data

The questionnaire was designed and pre-tested with 50 participants. The structured questionnaires were used to gain proper responses. The respondents were briefed about the research's purpose, objective, and importance. Respondents were asked to identify and report any problems in the questionnaire. As per the suggestions received from the participants, the questionnaire was re-modified and finally circulated. To assure rationality in data collection the questionnaire was bifurcated into six parts based on the proposed conceptual framework related to career growth, involvement, interpersonal relationship, Clarity, and Work Environment (Alston, 2010; Ikart, 2019). Based on the previous reviews, the various constructs of employee engagement and its Influence on organizational commitment were determined on 5 points Likert scale (Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5). The respondents were asked to give responses on the scale of 1-5.

3.3 Data Analysis

Employee Engagement Influences Organizational Commitment. The various Construct of employee engagement is Career growth, involvement, Interpersonal Relationship, Clarity, and Work Environment. Standard deviation, Skewness, and Kurtosis of each Variable of the Construct were calculated through SPSS 27 further, the same software was used to identify the Cronbach Alpha and internal consistency of the Construct. To justify the Hypothesis, Structural Equation Modeling was used with the help of AMOS software version 26. To estimate factor loading, Composite reliability average variance extracted CFA was used. To examine the scattered item's composite reliability was calculated focusing on the Construct of the questionnaire. The Construct, standardized loading, and average Variance extracted were evaluated to establish convergent validity. Further, the discriminate validity of Construct the correlation was found, and the square root of the average variance extracted was identified. The structural equation modeling method was used to test the Hypothesis. The Structural model was created to examine the relationship between career growth, Involvement, Interpersonal relationships, Clarity, Work Environment, Employee Engagement, and Organizational Commitment. To evaluate the fit of the structural model, various statistical indices like CFI, TLI, GFI, RMSEA, and Chi-square /degree of freedom were identified. However, some modification of indices was done to improve the structural model. Path coefficient, standard error, Z value, and P value were used to test the Hypothesis.

4. Results

4.1 Descriptive Statistics:

Table 2 presents the mean score of constructs and different items, i.e., career growth, Involvement, Interpersonal Relationship, Clarity, Work Environment, Employee Engagement, and Organizational Commitment. The mean participants' score reflects that career growth was the most crucial determinant that effect employee engagement and organisation commitment, followed by interpersonal relationship, clarity, involvement, work environment. 'aligning the opportunities for employees to meet career aspirations', 'promotes the employees from within talents', 'cultivating the talents for future leadership', 'helping the employees to rejuvenate mid- career for long term association' within career growth; 'appreciating employees for their work,' 'giving recognition for the inputs', 'one to one interaction with employees' within the interpersonal relationship; 'transparency in the organization culture' and 'transparency in the organizational policies' within clarity; 'aligning individual goal with organizational objectives', 'soliciting and including the inputs of the employee in the organization' within involvement were the crucial factors influencing employee engagement and organizational commitment (Table 2). The Skewness for different items of career growth, involvement, interpersonal relationship, Clarity, Work Environment, employee engagement, and organizational commitment ranged from

-.828 to -.201, which were within the threshold values of -1 to 1 (Table 2). The kurtosis for different items of career growth, involvement, interpersonal relationship, Clarity, WorkEnvironment, employee engagement, and

organizational commitment ranged from -.199 to 1.492, which were within the threshold values of -2 to 2 (Table 2). The skewness and kurtosis values obtained for different items of the aforementioned constructs indicated that data/participants' likert scores were normally distributed (Field, 2009; Rezai, et al. 2014)

4.2 Measurement Model

Table 4.2 represents the mean score, factor loading, Cronbach Alpha, Composite reliability, and Average Variance extract for career growth, Involvement, Interpersonal Relationship, Clarity, Work Environment, Employee Engagement, and Organizational Commitment. The factor loading of various items of career growth, Involvement, Interpersonal Relationship, Clarity, Work Environment, Employee Engagement, and Organizational Commitment ranged from .636 to .830, which exceeded the minimum requirement point of 0.60; hence all items were considered for the interpretation of the factors influencing employee engagement and organizational commitment (Halbesleben & Wheeler, 2008; Bakker, 2011) the Cronbach alpha for career growth Involvement, Interpersonal Relationship, Clarity, Work Environment, Employee Engagement and Organizational Commitment range from 0.726 to 0.873 which is more than the minimum acceptable value of 0.70 (Taber, 2018) Composite reliability of career growths, Involvement, Interpersonal Relationship, Clarity, Work Environment, Employee Engagement and Organizational Commitment. Varied from 0.807 to 0.877 that exceed the recommended threshold value of .070 (Taber, 2018) The internal Consistency and reliability of scale items of the questionnaire is obtained through Cronbach Alpha and composite reliability (Taber, 2018) The average Variance extracted for career growths, Involvement, Interpersonal Relationship, Clarity, Work Environment, Employee Engagement and Organizational Commitment varied from 0.510 to 0.590 which exceeded the cut off value of 0.50 (Fornell & Larcker, 1981; Contini, et al. 2018) The factor higher than 0.60 & average variance extracted 0.50 confirmed the convergent validity of the Construct (Fornell & Larcker, 1981; Hair, et al. 2018) The Square root of Average variance extracted which confirm the discriminant validity of Construct is represented through the diagonal values which are higher than the correlations estimate of the Construct (Salahat & Majid, 2017; Sidik & Syafar, 2020).

The comparative fit index, Tucker Lewis Index (TLI), and goodness of fit index were used to estimate the fit of the measured model related to career growth, Involvement, Interpersonal Relationship, Clarity, Work environment, Employee Engagement, and Organizational Commitment to the CFI was 0.947 (≤ 0.90); TLI 0.915 ; (≤ 0.90) GFI 0.902 (≤ 0.90); RMSEA

0.076 (≥ 0.08) which are within the threshold values. The estimates of the indices confirm a good fit of the measurement model with the data (Joseph Hair, et al. 2018; Konuk, 2019a)

Table 2. Mean participants score, factor loadings, Cronbach alpha (α), composite reliability (CR), and average variance extracted (AVE) of determinants influencing employee engagement and organizational commitment

Construct	Item	Mean	Factor Loading	p- Value	α	CR	AVE
Career Growth (CRGW)		4.07		***	.873	.877	0.590
	My boss understands the aspirations who work for them (CRGW 1)	3.9	.805				
	My boss aligns the opportunities to meet career aspirations (CRGW 2)	3.89	.738				
	My boss promotes us from within talents we have (CRGW 3)	4.15	.817				

	My boss cultivates our talents for future leadership (CRGW 4)	4.02	.636				
	My boss helps to rejuvenate mid-career in order to make me fit in the organisation (CRGW 5)	3.95	.830				
Involvement (INVN)		3.76		***	.763	.807	.570
	My boss clearly elaborates about the task/activity that are assigned to me (INVN 1)	3.67	.575				
	My individual goals are aligned with Organisational objectives (INVN 2)	3.99	.440				
	My boss demonstrates their own behaviour in fulfilling the commitments (INVN 3)	3.42	.771				
	Inputs given by me are solicited and included in the organisation (INVN 4)	3.63	.653				
	My organisation has competitive environment which enhances my involvement in organisation activities (INVN 5)	4.02	.499				
Interpersonal Relationship (INPR)		3.89		***	.869	.857	.560
	My boss appreciates me for my work (INPR 1)	3.70	.799				
	My boss has friendly behaviour (INPR 2)	3.58	.792				
	My boss gives respect for my inputs (INPR 3)	3.94	.601				
	My boss supports me during the crisis (INPR 4)	3.57	.491				
	My boss has one to one interaction with us (INPR 5)	3.88	.563				
Clarity (CLRT)		3.81		***	.726	.821	.558
	I can plan the task assigned to me before the due date due to effective communication (CLRT 1)	3.79	.594				
	I feel my organisation is transparent because of organisation culture (CLRT2)	4.12	.732				

	I can solve the problems faster due to transparent organisational policies (CLRT 3)	3.85	.927				
	I believe it is easy to work smarter together as my boss is understanding (CLRT 4)	3.69	.578				
	The relationship with my boss is authentic due to transparency (CLRT 5)	3.73	.599				
Work Environment (WENV)		3.70		***	.730	.821	.583
	My Organisation provides me proper working condition. (WENV 1)	4.06	.804				
	There is a regular communication between employees and management. (WENV 2)	3.26	.489				
	My organisation focusses on developing peer culture and quality of teamwork (WENV3)	4.04	.805				
	Does your immediate senior contribute to your career growth (WENV 4)	3.94	.636				
	My Organisation focus on developing sense of belonging among employees (WENV 5)	3.58	.611				
Employee Engagement (EENG)		4.09		***	.811	.841	.559
	My work assigned to me by my organisation is challenging and help me in my career growth (EENG 1)	3.75	.512				
	I feel so involved with my job that it is difficult to detach myself from my job (EENG 2)	4.47	.879				
	My organisation/peers communicate information with Clarity (EENG 3)	3.95	.790				
	My organisation policy work towards developing or improving interpersonal relationship (EENG 4)	4.48	.670				

	My organisation takes good care of employee's health and mental wellbeing (EENG 5)	3.84	.669				
Organizational Commitment (ORGC)		3.60		***	.740	.819	.510
	I feel committed to my organisation as my job provides me good opportunities to realize my career goals (ORGC 1)	3.77	.549				
	I put an extra effort beyond expectations in order to help organisation to be successful (ORGC 2)	4.47	.539				
	I feel committed because I share healthy relationship with my colleagues and boss (ORGC 3)	3.49	.640				
	I feel committed to my organisation due to effective communication policy (ORGC 4)	3.78	.618				
	Effective implementation of Work Environment policies leads to my commitment towards my organisation (ORGC 5)	3.56	.598				

Measurement model fit indices: CFI=0.947; TLI=0.915 GFI=0.902; RMSEA=0.076; SRMR=0.054

** Significant at $p \leq 0.01$; Skewness: -.828 to -.201; Kurtosis: -.199 to 1.492

4.3 Structural model

The structural model was constructed to examine the association between career growth, involvement, Interpersonal relationships, Clarity, Work Environment, Employee Engagement, and Organizational Commitment. The factor loading of various items of career growth, Involvement, Interpersonal Relationship, Clarity, Work Environment, Employee Engagement, and Organizational Commitment. The CFI was 0.947 (≥ 0.90); TLI was 0.915 (≥ 0.90); GFI was 0.902 (≥ 0.90); RMSEA was 0.076 (≤ 0.08); SRMR was 0.068 (≤ 0.08) and χ^2/df (chi-square/ degree of freedom) was 3.7 (< 5.0), which falls within the recommended acceptable level. The previous results demonstrated a good fit for the structural model (Hu & Bentler, 1999; Rezai, et al. 2014; Singh & Kathuria, 2016; Konuk, 2019b). The results of the structural model presented in Table 3 demonstrated the extent of association between career growth, Involvement, Interpersonal relationships, Clarity, Work Environment, Employee Engagement and Organizational Commitment. Hypothesis 1 (H1) postulated positive Influence of career growth on employee engagement was supported as the standardized estimate (β) of the path of the structural model was significant ($\beta = 0.675$, t -value = 6.25, $R^2 \Delta = .568$, $p \leq 0.01$).

Table 3. Structural model results examine the association between career growth, involvement, interpersonal relationships, clarity, work environment, employee engagement, and organizational commitment.

Hypothesis	Structural Path	Standardized estimate (β)	Standard error(SE)	t- value	p-value	R ² Δ	Results
H1	Career growth □ Employee engagement	.675	1.03	6.25	***	.568 = 56.8%	Supported
H2	Involvement □ Employee Engagement	.454	.039	3.45	***	.403 = 40.3%	Supported
H3	Interpersonal relationship □ Employee engagement	.429	.047	9.82	***	.335 = 33.5%	Supported
H4	Clarity □ Employee Engagement	.551	.054	7.27	***	.482 = 48.2%	Supported
H5	Work Environment □ Employee engagement	.708	.044	6.18	***	.603 = 60.3%	Supported
H6	Employee engagement □ Commitment	.816	.065	9.66	***	.639 = 63.9%	Supported

*** Significant at $p \leq 0.01$

Hypothesis 2 (H2), which proposed a positive influence of involvement on employee engagement, was supported because the standardized estimate of the path of the structural model was statistically significant ($\beta = 0.454$, $t\text{-value} = .039$, $R^2 \Delta = .403$, $p \leq 0.01$). Hypothesis 3 (H3), which predicted that Interpersonal relationship has a positive influence on employee engagement, was supported as the standardized estimate (β) of the path of the structural model was significant ($\beta = 0.429$, $t\text{-value} = 9.82$, $R^2 \Delta = .335$, $p \leq 0.01$). Hypothesis 4 (H4) proposed positive Influence of Clarity on employee engagement was supported because the standardized estimate (β) of the path of the structural model was significant ($\beta = 0.551$, $t\text{-value} = 7.27$, $R^2 \Delta =$

.482, $p \leq 0.01$). Hypothesis 5 (H5) stated that the work environment would have a positive influence on employee engagement was supported as the standardized estimate (β) of the path of the structural model was significant ($\beta = 0.708$, $t\text{-value} = 6.18$, $R^2 \Delta = .603$, $p \leq 0.01$). Hypothesis 6 (H6) proposed positive Influence of employee engagement on organisational commitment was supported because the standardized estimate (β) of the path structure was significant ($\beta = 0.816$, $t\text{-value} = 9.66$, $R^2 \Delta = .639$, $p \leq 0.01$). Further, standardized estimate of the path of structural model revealed that work environment ($\beta = 0.708$; $R^2 \Delta = .603$ coefficient value 60.3%), was the most important determinant, influencing employee engagement followed by career growth ($\beta = 0.675$; $R^2 \Delta = .568$ coefficient value 56.8%), clarity ($\beta = 0.55$; $R^2 \Delta = .482$ coefficient value 48.2%), involvement ($\beta = 0.454$; $R^2 \Delta = .403$ coefficient value 40.3%), and interpersonal relationship ($\beta = 0.429$; $R^2 \Delta = .335$ coefficient value 33.5%) influencing employee engagement and organizational commitment.

5. Discussion

The work environment drives employees towards employee engagement and organizational commitment. The conclusion of the structural model and mean participant score for the construct shows that the work environment had a notable and positive impact on employee engagement and organizational commitment. The standardized estimate of the structural model represented that the work environment was the crucial factor impacting employee engagement and organizational commitment. Further, the boss's understanding of employee's aspiration, alignment of opportunities by the boss for his employees, promoting talented employees, cultivating talents for future leadership, and helping employees to rejuvenate their mid-career were the critical factors of career growth that positively influences employee engagement and organizational commitment. Previous studies shows that a wide scope of work engagement and organizational commitment brace the present studies (HU & WANG, 2014; Zhou Xia & Yu Jin- ming, 2015). Theory of Need for Achievement states that, when an organization establishes a specific career growth capacity for employees and provide them adequate chance to fulfill their required needs and desires for success to a certain degree, it enhances the employees' vitality and dedication to work, and they focus more to work and committed to the organization. The structural model analysis indicated that the mean participant's score of the Construct and various items of the Construct

also shows that work environment, career growth, clarity, involvement, and interpersonal relationship significantly affected employee engagement and organizational commitment. The above findings are associated with previous work of (Meyer & Allen, 1997; Rhoades, et al. 2001) on affective commitment. The matter is applied in public universities where staffs show dedication by portraying the university's image and name to the media and public when engaging with competition, research, debate, or any level of participation or success locally and internationally.

Employee involvement is an essential factor that influences employee engagement. The structural model analysis indicated that employee involvement significantly and positively influenced employee engagement and organizational commitment. The mean participants' value of Construct and non-identical items of Construct disclose that employee involvement positively influenced employee engagement and organizational commitment. This is because greater employee motivation and involvement at work are associated with employee well-being, openness to learning and skill development, innovativeness at work, and high quality of work performance. (Schaufeli & Salanova, 2011) stated that work engagement can be defined as a psychological work-related state of mind having a positive and fulfilling greater level of energy and dedication towards work. Based on the study (Schaufeli, et al. 2006; Bakker, et al. 2008) there was also a concept of third dimension of employee engagement, called job involvement but it remained controversial throughout as there were no further studies; it is an outcome of energy or an independent dimension of employee engagement. The relation among the work engagement to different patterns of employee involvement and work engagement had established in early research. The core motivational theories have primarily emphasized the direct effects of involvement. But it is also possible that significant indirect effects derive from benefits for the quality of other aspects of the working environment, for instance, the nature of work and employment conditions and of personal treatment by management that positively affects work engagement. The Influence of interpersonal relationships between employees means interacting with the right people while staying away from people who are not right related to the developing potential and performance. The interpersonal relationship between boss and employees occurs in various forms, but the most productive, practical, and valuable is a relationship of mutual dependence. Based on previous study (Xu & Cooper Thomas, 2011; Aryee, et al. 2012; Tuckey, et al., 2012) leaders are in-charge for the creation of employee engagement, they have also established the relation between the leadership and employee engagement. Considering goal clarity, work engagement act as a crucial negotiator between job resources and organizational outcomes (Bakker, 2011). Studies by (Saks, 2006; Alfes, et al. 2013) have shown that there is an inverse relationship between work engagement and voluntary turnover and enhance the retention rate. However, an unknown career path could lead to non-functional effect that further includes declining work-motivation and overall diminishing individual and organizational performance. Goal clarity serves as a crucial motivation for accomplishments and task performance, which may enhance job engagement by giving workers a sense that their business values their commitment to attaining its vision and goal. (Gruman & Saks, 2011)

6. Conclusion and Implication

The concept is expanded in the current research by looking at the relation between career growth, involvement, interpersonal relationship, clarity, work environment, employee engagement, and organizational commitment. The research illustrates how employee engagement plays a moderating role in this connection. The first distinctive contribution of this study is the discovery of a connection between goal clarity and engagement. Second, this research has revealed the connection between interpersonal relationships and employee engagement. Additionally, the present research looked at the relationship between the workplace and employee engagement. The non-probability quota sampling method was adopted because researchers were focusing on a certain segment of employees, to find respondents. Descriptive statistics, confirmatory factor analysis, and structural equation modeling were employed to analyze the data from 528 employees. The skewness and Kurtosis values obtained for different items of constructs indicated the normal data distribution. Cronbach's alpha and composite reliability demonstrated adequate internal consistency and reliability of scale items of the questionnaire. The factor loading, average variance extracted, and correlations indicated convergent and discriminant validity of determinants. The statistical indices demonstrated a good fit of measurement and a

structural model relating to career growth, involvement, interpersonal relationship, clarity, work environment, employee engagement, and organizational commitment.

Some theoretical and practical contributions are highlighted by the conceptual framework and results. Firstly, to the best of the author's knowledge, this is the first in-depth study on employee engagement and commitment to be conducted in the state of Uttar Pradesh that evaluates the influence of the aforementioned factors. Secondly, some important factors such as career growth, involvement, interpersonal relationship, clarity, and work environment were not given due importance in the past in the matter of employee engagement and commitment in the higher education sector. The empirical proof for the aforementioned factors fills in information gaps in the literature. Thirdly, the empirical evidence indicates that employee engagement is becoming an essential factor influencing employees and long-term commitment in the higher education sector. Fourthly, due to significant changes in the work environment and career perspective of employees, higher education organizations need to understand the role of the aforementioned determinants on employee engagement and promote them according to performance and organizational commitment. Finally, the higher education organization should better note the importance of involvement, goal clarity, and interpersonal relationships.

The present study has some limitations. The findings of the current research cannot be generalized since it was only done at four institutions in Northern India due to time and resource limitations. Therefore, it is advised to conduct comparable research across cities and nations in order to get more inclusive and representative findings. The application of the results is constrained by the focus of the current research, which is one particular set of employees. Therefore, to increase the general relevance of the findings, future study should include a diverse set of employees from other organisations. Further, the lower-level employees constitute important segments for employee engagement. Therefore, it is advised to conduct comparable research in other cities and nations.

7. Practical Implications

Despite the fact that testing the hypotheses was the study's main goal, there are a number of ways in which human resource practitioners in India's higher education sector might use the research's results. The present study's findings demonstrate that a number of factors, including career growth, involvement, interpersonal relationships, clarity, work environment, and management, are linked to high levels of employee engagement, which raises the likelihood that a worker will stay with their company for the foreseeable future. For the purpose of retaining the best personnel, higher education institutions must put a strong emphasis on the career growth, involvement, interpersonal relationships, and goal clarity of its staff members. (Forbes Coaches Council, 2017) stressed the importance of specific practices, like as having an open door policy, having clear and effective communication, treating workers with respect, and being aware of their needs, in fostering long-lasting employee relationships with the company. Increased objective clarity, management trust, and worker involvement are key priorities for the higher education sectors. By improving workers' intents to remain loyal to the company, it would be possible for enterprises to gain a lasting competitive edge.

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