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## A STUDY ON EMPLOYEE ENGAGEMENT AND ITS IMPACT ON MOTIVATION HARSHADA

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### ABSTRACT:

#### 1. INTRODUCTION:

In today's highly competitive and dynamic business environment, organizations are increasingly focusing on human capital as a key driver of success. Among various human resource practices, employee engagement has emerged as a critical factor influencing organizational performance. Employee engagement refers to the emotional, cognitive, and behavioral connection that employees have with their work and organization.

Engaged employees are more productive, committed, and motivated to contribute to organizational goals. On the other hand, disengaged employees may lead to low productivity, absenteeism, and high turnover. Therefore, understanding the concept of employee engagement and its impact on employee motivation has become essential for modern organizations.

This study aims to explore the relationship between employee engagement and motivation, identify key factors affecting engagement, and suggest strategies to enhance employee motivation through engagement practices.

#### 2. Objectives of the Study:

1. To study the concept and significance of employee engagement in organizations.
2. To identify the key factors influencing employee engagement among employees.
3. To examine the level of motivation among employees in selected organizations.
4. To analyse the impact of employee engagement on employee motivation.
5. To suggest suitable measures to improve employee engagement for enhancing employee motivation.

### **3. Literature Review:**

1. Kahn (1990) introduced the concept of engagement and stated that employees express themselves physically, cognitively, and emotionally in their roles. He emphasized that meaningful work leads to higher engagement.
2. Saks (2006) suggested that employee engagement is influenced by organizational support, rewards, and fairness.
3. Herzberg's Two-Factor Theory divides factors into hygiene (salary, working conditions) and motivators (recognition, achievement). Engagement mainly depends on motivators.
4. Maslow's Hierarchy of Needs explains that employees must satisfy basic needs before reaching higher levels of motivation such as self-actualization.
5. Kahn (1990) defined employee engagement as the harnessing of employees' selves to their work roles, where individuals express themselves physically, cognitively, and emotionally.
6. Gallup (2004) reported that highly engaged employees show higher productivity, profitability, and customer satisfaction.
7. Saks (2006) found that employee engagement is significantly related to job satisfaction, organizational commitment, and intention to quit.
8. Robinson et al. (2004) emphasized that engagement is a two-way relationship between employer and employee.
9. Maslow's Need Hierarchy Theory suggests that employees are motivated when their needs are fulfilled, and engagement helps meet these needs.
10. Herzberg's Two-Factor Theory highlights that recognition, achievement, and growth contribute to motivation and engagement.

### **4. RESEARCH METHODOLOGY:**

#### **4.1 Research Design**

The study is descriptive in nature, focusing on analyzing the relationship between employee engagement and motivation.

#### **4.2 Data Collection**

Primary Data: Collected through structured questionnaires distributed among employees of various organizations.

Secondary Data: Collected from journals, research papers, books, and online sources.

#### **4.3 Sample Size**

A sample of 50–100 employees from different organizations was selected using convenience

sampling.

#### 4.4 Tools for Analysis

- A) Percentage method
- B) Tables and charts
- C) Correlation analysis (basic level)

### 5. Concept of Employee Engagement

The concept of employee engagement refers to the level of emotional commitment, involvement, and enthusiasm an employee has toward their organization and its goals. It goes beyond just job satisfaction—engaged employees genuinely care about their work, take initiative, and contribute to the company’s success.

#### Key Elements of Employee Engagement

- **Emotional commitment:** Employees feel connected to the organization’s mission and values.
- **Motivation and enthusiasm:** They are willing to go the extra mile, not just meet minimum requirements.
- **Involvement in work:** Actively participate in tasks, decision-making, and problem-solving.
- **Sense of purpose:** Understand how their role contributes to overall organizational success.

#### Characteristics of Engaged Employees

- High levels of energy and dedication
- Strong sense of responsibility
- Positive attitude toward work and colleagues
- Willingness to innovate and improve processes

#### Importance of Employee Engagement

- **Higher productivity:** Engaged employees perform better.
- **Lower turnover:** They are less likely to leave the organization.
- **Better customer satisfaction:** Engaged staff provide better service.
- **Improved workplace culture:** Creates a positive and collaborative environment.

## **Types of Employees:**

### **1. Engaged Employees**

These employees are highly involved and enthusiastic about their work.

#### **Key traits:**

- Passionate and motivated
- Take initiative and go beyond expectations
- Strong alignment with organizational goals
- Contribute positively to team performance

#### **Impact:**

They drive productivity, innovation, and overall business success.

### **2. Not Engaged Employees**

These employees are psychologically unattached to their work.

#### **Key traits:**

- Do the minimum required work
- Lack energy and enthusiasm
- Less proactive or innovative
- Focus mainly on completing tasks, not improving them.

#### **Impact:**

They maintain operations but do not add significant value.

### **3. Actively Disengaged Employees**

These employees are unhappy and disconnected from their work.

#### **Key traits:**

- Negative attitude toward the organization
- May complain frequently or resist change
- Can influence others negatively
- Low productivity and commitment

#### **Impact:**

They can harm team morale, reduce efficiency, and affect workplace culture.

## **6. Factors Influencing Employee Engagement:**

Several factors influence employee engagement:

### **6.1 Work Environment**

A positive and safe work environment increases employee satisfaction and engagement.

### **6.2 Leadership Support**

Supportive leadership enhances trust and motivation among employees.

### **6.3 Communication**

Open and transparent communication builds stronger relationships.

### **6.4 Recognition and Rewards**

Employees feel valued when their efforts are recognized.

### **6.5 Career Development**

Training and growth opportunities improve engagement levels.

### **6.6 Work-Life Balance**

Maintaining balance reduces stress and increases productivity.

## **7. Employee Motivation**

Employee motivation refers to the internal and external forces that stimulate employees to take action, remain committed, and perform their tasks effectively in the workplace. It is a key factor that influences productivity, job satisfaction, and overall organizational success.

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### **Types of Motivation:**

#### **1. Intrinsic Motivation**

This comes from within the individual.

#### **Key features:**

- Driven by personal interest or enjoyment
- Satisfaction comes from doing the work itself
- No external reward is needed

#### **Examples:**

- Working because you love your job
- Learning a new skill out of curiosity
- Feeling proud after completing a task

## 2. Extrinsic Motivation

This is influenced by external rewards or pressures.

### Key features:

- Driven by rewards or avoidance of punishment
- Focus on outcomes rather than the work itself

### Examples:

- Working for salary, bonus, or promotion
- Completing tasks to receive recognition
- Avoiding penalties or criticism

## 3. Positive Motivation

- Based on rewards and incentives
- Encourages better performance through appreciation, promotions, etc.

## 4. Negative Motivation

- Based on fear of punishment or consequences
- Example: fear of losing a job or facing disciplinary action

## 8. Relationship Between Employee Engagement and Motivation:

### 1. Motivation Leads to Engagement

When employees are motivated (through rewards, recognition, or personal satisfaction), they are more likely to:

- Feel interested in their work
- Participate actively
- Develop a stronger emotional connection This gradually increases their level of engagement.

### 2. Engagement Strengthens Motivation

Engaged employees:

- Find meaning and purpose in their work
- Feel valued and appreciated
- Become self-driven

This creates intrinsic motivation, making them consistently productive without needing constant external rewards.

### 3. Both Improve Performance

When motivation and engagement work together:

- Productivity increases
- Quality of work improves
- Employees show commitment and loyalty

### 4. Key Difference

- **Motivation** → Short-term and task-focused (e.g., bonus for completing a project)
- **Engagement** → Long-term and emotional (e.g., feeling proud to work in the organization)

### 9. Data Analysis and Interpretation (Sample Format):

**Table 1: Employee Satisfaction Level Response.**

Responses	Percentage
Highly Satisfied	40%
Satisfied	35%
Neutral	15%
Dissatisfied	10%

**Interpretation:** Majority of employees are satisfied, indicating a moderate level of engagement.

**Table 2: Impact of Recognition on Motivation Response.**

Responses	Percentage
Strongly Agree	45%
Agree	30%
Neutral	15%
Disagree	10%

**Interpretation:** Recognition significantly impacts employee motivation. (You can add more tables based on your questionnaire)

### 10. FINDINGS:

The study reveals that employee engagement has a significant and positive impact on employee motivation within organizations. It was observed that employees who feel emotionally connected to their work and organization tend to exhibit higher levels of enthusiasm, commitment, and job satisfaction. Factors such as effective leadership, timely recognition, supportive work environment, and opportunities for career growth play a crucial role in enhancing engagement levels. The research further indicates that motivated employees

are more productive, show better performance, and are less likely to leave the organization. On the other hand, a lack of engagement leads to reduced morale, lower efficiency, and increased employee turnover. Overall, the findings confirm that employee engagement and motivation are strongly interrelated and mutually reinforcing, contributing significantly to organizational success and sustainability.

### **11. SUGGESTIONS:**

Based on the findings of the study, it is suggested that organizations should adopt comprehensive strategies to enhance both employee engagement and motivation.

Management should focus on creating a positive and inclusive work environment where employees feel valued and respected. Regular feedback and recognition programs should be implemented to acknowledge employee contributions and boost morale. Leadership should encourage open communication and actively involve employees in decision-making processes to strengthen their sense of belonging. Additionally, organizations should provide adequate training and career development opportunities to support employee growth and long-term commitment. Promoting work-life balance through flexible policies can also help improve employee satisfaction and motivation. By implementing these measures, organizations can foster a highly engaged and motivated workforce, ultimately leading to improved performance and organizational effectiveness.

### **12. CONCLUSION:**

Employee engagement is a crucial factor influencing employee motivation and overall organizational performance. The study highlights that engaged employees are more motivated, productive, and committed to their work. Organizations must focus on improving engagement through leadership support, recognition, and a positive work environment.

By implementing effective engagement strategies, organizations can enhance employee motivation, leading to increased productivity and long-term success.

### **13. Limitations of the Study:**

1. The study may be limited due to a small sample size, which may not represent the entire population.
2. The research is based on specific organizations or industries, so the results may not be fully generalizable.
3. The study relies on primary data (questionnaires/interviews), which may include biased or inaccurate responses.

4. Respondents may provide socially desirable answers, affecting the accuracy of the findings.
5. The study is conducted within a limited time period, which restricts deeper or long-term analysis.

#### **14. Future Scope of Study:**

1. The study can be extended across different industries such as IT, banking, healthcare, manufacturing, and education.
2. Comparative studies can be conducted between public sector and private sector organizations.
3. Future scope includes studying the impact of remote work and hybrid work models on employee engagement and motivation.
4. Research can explore how leadership styles (transformational, transactional, etc.) influence engagement and motivation.
5. The role of organizational culture and work environment can be studied in greater depth.

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