

Impact of Employee Engagement on Organizational Commitment and Performance: A Review of Private Companies in Bangladesh

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Abstract: *This study explores the relationship between employee engagement and organizational commitment and performance in the context of Bangladeshi private organizations. Data has been collected from a sample of 300 employees who have already completed two years of their tenure in the current organizations using a two-stage sampling process where a simple random sampling is used to select food and beverage companies in the first stage, and a judgmental sampling is used to select respondents from those organizations in the second stage. Pearson's correlation matrix and regression analysis are performed to predict and estimate the relationships among employee engagement, organizational commitment, and organizational performance. Besides, employee engagement is measured by considering four critical dimensions: workplace involvement, engagement practice, work-life balance, and employee retention. Findings show that workplace involvement and employee retention are the most significant drivers among these four dimensions. Employee engagement has a significant impact on organizational commitment but a fewer impact on organizational performance. This study significantly contributes to the existing employee management knowledge, both academically and practically.*

Keywords: *Bangladesh, Employee engagement, Employee retention, Organizational commitment, Organizational performance.*

1. Introduction

Employee engagement is a positive attitude of an individual who goes above and beyond the call of duty, heightening ownership and enhancing the organization's interest. Employee engagement considers as a competitive advantage (Khan, 1990; Abugre & Sarwar, 2013) or a productivity antecedent (Schaufeli & Bakker, 2004). Besides, organizational commitment is the strong desire to remain a member of that organization and willingness to exert a high level of effort. Organizational commitment is again related to job satisfaction, and both are strongly connected to organizational productivity and superior competitiveness (Abdullah & Ramay, 2012). Research supports that employee engagement and organizational commitment are critical assets for any organization by influencing organizational performance. Employee engagement and organizational commitment can potentially translate into valuable business

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outcomes for organizations (Vance, 2006).

Employee engagement results in higher job satisfaction levels and commitment to organizations, resulting in increased employee performance (Kumar & Swetha, 2011). Improving job performance drives incremental shareholder return, increased sales, a reduction in the firm's operating expenses, and sustainable improvement in organizational performance. Besides, employee commitment to the organization often promotes high organizational efficiency by reducing employee turnover, intention to leave, searching for alternative opportunities, and absenteeism (Robinson et al., 2004). Moreover, the success of any private company relies on customer satisfaction. Companies cannot deliver outstanding customer service until a committed workforce is assured. Employees engaged in their job and committed to their organizations provide crucial competitive advantages for businesses, including higher efficiency and lower turnover (Vance, 2006). Therefore, organizations need to build employee engagement capacity and capabilities within the organization, which would enhance the organization's employee commitment level and overall performance.

In Bangladesh's context, most companies now focus on Human Resource (HR) development rather than mere HR management (Markoulli et al., 2017). The HR department aims to develop a superior workforce so that the company and individual employees may achieve their work goals in the customers' service where investment in people is not treated as a cost but rather rewarding (Sleimi & Emeagwali, 2017). Organizations concentrate on employee engagement to accomplish the goal of the HR department. Several organizations have separate employee engagement functions under the HR department, whereas few others have a predetermined engagement calendar to carry out activities effectively. Although all sorts of these attempts signal dynamic organizational performance, the actual scenario is otherwise different. Despite all kinds of initiatives, many companies experience an incremental employee turnover rate (Hossain & Mahmood, 2018), suggesting a lower degree of employee's organizational commitment.

This interaction among employee engagement, organizational commitment, and organizational performance usually varies in countries and economic sectors. A detailed study, in a particular context, is necessary for providing significant managerial insights. Therefore, this study explores the relationship and impact of employee engagement on organizational commitment and performance in selected private companies in Bangladesh. The research questions are, first, what factors determine employee engagement and which factor contributes most? Second, how much do employee engagements influence organizational commitment and organizational performance? To answer these questions, this study's specific objectives are first, to identify the factors influencing employee engagement and assess which factor contributes most to employee engagement, second, to find out the impact of employee engagement on organizational commitment and its performance.

2. Literature Review

2.1 Employee Engagement

Employee engagement is most often defined as an emotional and intellectual commitment to the organization (Baumruk, 2004; Richman, 2006; Shaw, 2005). Perrin (2008) described it as the degree to which employees make discretionary efforts to perform their job beyond the minimum required in the form of extra time, brainpower, or energy. Primarily, employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort (Zhang & Bartol, 2010). Several previous pieces of research tried to identify factors leading to employee engagement. This study adopts four of these variables to assess employee engagement: workplace involvement, engagement practice, work-life balance, and employee retention.

Several previous studies find significant relationships between employee engagement and workplace involvement (Anitha, 2014; Holbeche & Springett, 2003; May et al., 2004; Miles et al., 2001; Rich et al., 2010). A similar kind of relationship is also evident in the case of employee engagement practices. Engagement activities profoundly affect how employees engage in their work (Mohd et al., 2016). According to Bakker and Bal (2010), engaged employees tend to perform better in their jobs. Many organizations already use a wide variety of engagement systems that affect employees' commitment and engagement (Beck & Wilson, 2000; Stein et al., 2000).

Besides this, the work-life balance also significantly contributes to employee engagement. Richman et al., (2008) showed that supportive work-life policies and perceived flexibility are positively associated with employee commitment. Employees with a work-life balance will likely experience positive emotions and attitudes, such as engagement (Beauregard & Henry, 2009; Reindl et al., 2011; Shankar & Bhatnagar, 2010). Finally, employee retention is positively associated with employee engagement. According to the Corporate Leadership Board (2008) report, highly engaged companies can decrease their turnover by 87 percent, and disengaged employees are four times more likely than average employees to leave the organization.

2.2 Organizational Commitment and Performance

Organizational commitment is an employee's attachment, identification, and involvement in the employing organization, resulting in a strong belief in the organization's goals, values, and extra effort on behalf of the company (Meyer & Allen, 1997). Several factors are responsible for employee commitment, such as organization wage policy, salary level, business success, training opportunities, conducive environment, leadership and team cooperation, organizational structure, supervisory support, management style, and open communication (Kamau et al., 2015). Besides, promotional opportunities can encourage or inhibit the level of employee commitment (Jyotsna, 2007). Alternatively, organizational performance is an aggregate

financial or non-financial value added to the organization's objectives by its employees to achieve their goals both directly and indirectly (Campbell, 1990). Organizational performance is measured based on several outcomes, such as customer satisfaction, profit, productivity, turnover, and safety (Harter et al., 2002).

2.3 Impact of Employee Engagement on Organizational Commitment and Performance

Employee engagement and organizational commitment are closely linked – high organizational commitment can increase participation, and alternatively, high engagement can increase involvement. Previous studies show significant positive impacts of employee engagement on organizational commitment (Agyemang & Ofei, 2013; Albdour & Altarawneh, 2014; Biswas & Bhatnagar, 2013; Khalid & Khalid, 2015). Besides, studies have found a positive relationship between organizational commitment and organizational performance (Suliman & Lles, 2000; Meyer et al., 2002). A committed employee is motivated to work better (Azeem, 2010; Al Zefeiti & Mohamad, 2017). The authors also state that a good work result will be obtained when employees have a strong motivation to work and a psychological attachment to the organization.

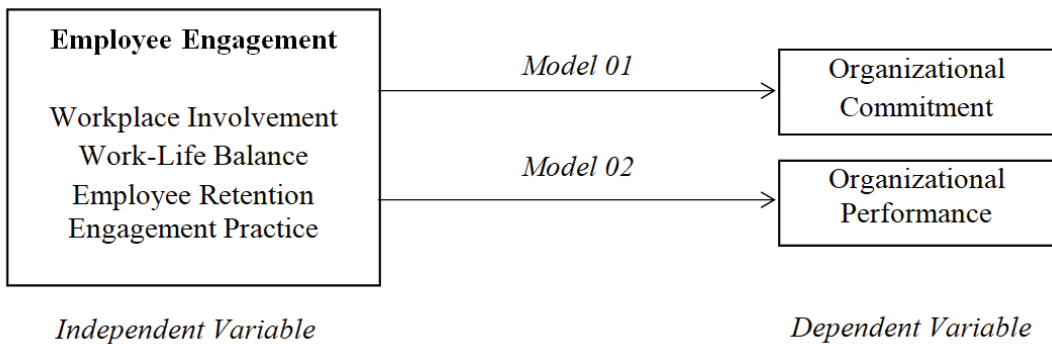
On the other hand, performance and engagement are two interdependent variables (Akintayo, 2010). Studies show a positive association between employee engagement and organizational outcomes: staff retention, efficiency, performance, customer satisfaction, and safety. Engaged employees usually possess high-quality and confident relations with their employers (Saks, 2006; Karatepe, 2011). In turn, these dedicated employees execute their duties more efficiently and put discretionary effort into caring for client problems and needs. In this regard, Meere (2005) showed that operating margin and net profit margins decreased in low-engagement companies for three years while increasing in high-engagement companies. However, few studies also argued the relationship between employee engagement and performance. A survey on various industries in the United States by Halbesleben and Wheeler (2008) found that work engagement has little impact on performance. Gallup's research has shown a slight to moderate correlation between employee engagement and organizational performance.

Several studies have been carried out on employee engagement and organizational performance, as well as employee engagement and organizational commitment. Many of these studies explored the consequences of employee engagement in developed and western countries, while organizations in developing and emerging economies are minimally addressed. Research on the effects of employee engagement in the context of private organizations in Bangladesh is also sparse. Therefore, this study sheds a few lights in the knowledge of employee engagement on organizational commitment and performance in Bangladesh's private companies.

2.4 Theoretical Framework

Based on these previous pieces of literature, this study adopts the following theoretical framework depicted in Figure 2.1. Employee engagement is significantly influenced by workplace involvement, engagement practice, work-life balance, and employee retention. These factors drive employees to be more engaged in organizational activities, increases organizational commitment and performance. Therefore, this theoretical framework considers that higher employee engagement increases organizational commitment and greater organizational performance (i.e., higher productivity).

Figure 2.1: Theoretical framework of the impact of employee engagement on organizational commitment and organizational performance



Source: Authors' development based on previous literature

3. Methodology

3.1 Research Approach

As positivists, the researchers employ a quantitative research design that analyzes the theoretical claim by investigating the relationship between specified variables using exact statistical methodologies (Islam & Khayer, 2018). Moreover, this study uses a deductive research approach to determine the relationship between employee engagement and organizational commitment and performance. The deductive method following positivism philosophy sounds justified when researchers are interested in testing the theory (Saunders et al., 2009).

3.2 Sampling and Data Collection Procedure

A cross-sectional survey is conducted to collect responses from participants between March 2019 and August 2019. The participants of the study are limited to the employees of five selected food and beverage companies of Bangladesh. Two stages of sampling are used to select respondents for the study. In the first stage, simple random sampling is used to select food and beverage companies, while in the later stage, non-probability sampling, specifically

judgmental sampling, is used to select respondents from those organizations. The Bangladesh Business Directory (2019) list aided in the simple random sampling (SLR) technique, in which the formula $n = Z^2 CV^2 / e^2$ is employed to determine five distinct firms. Later, employees who had completed at least two years of employment are included in the final sample size, with “employment tenure” serving as the criterion for selection.

Because the study used multiple regression to assess the data, the final sample size is decided by employing the Sekaran & Bougie (2010) thumb rule. Sekaran & Bougie (2010) suggested that the preferable sample size should be ten or more times as large as possible of the study's number of variables. Thereby the minimum sample should be at least 60. Besides, Hoe (2008) recommended a rule of thumb that a multivariate nature of the research should consider a sample size of any number more than 200, which would be sufficient to analyze data. Given the non-response, poor data quality, and increased robustness, among the 430 distributed questionnaires, 343 returned in the response. After clearing missing data and performing a normality test, the final valid sample size is 300 replies, with a 69.7 percent effective response rate.

3.3 Measures

Constructs	Status	Items Number
Employee Engagement	Developed by the researchers	16 items 4 dimensional Multi-scale
Organizational Commitment	Adapted from Meyer et al. (1993)	10 Items single scale
Organizational Performance	Adapted from Harter et al. (2002)	5 items single scale

Note: Authors Development

The research instrument, in particular, the survey questionnaire, is divided into four sections where the respondents' demographic query is in the first section, followed by the question relating to employee engagement, organizational commitment, and organizational performance, respectively. Employee engagement is measured using 16 items multidimensional scale devised by the researchers using existing literature on employee engagement. The content validity of the newly developed engagement scale is assessed by the specialist from both academia and industry. Additionally, convergent validity is established using both EFA and CFA, as illustrated in Appendix-1. Contrarily, organizational commitment is measured using ten items adapted from the scale of Meyer et al., (1993). Finally, Organizational performance is measured using the scale Harter et al., (2002). A five-point Likert scale is used to rate all constructs' items, ranging from strongly agree (5) to strongly disagree (1).

3.4 Data Analysis

The data has been analyzed using simple descriptive statistics, correlation analysis, and regression analysis to measure the nature and extent of the relationship among variables. The computerized Statistical Software Packages for Social Sciences (SPSS) version 21.0 is used in the data analysis. Moreover, the reliability and validity of the data are performed before further analysis. Data reliability is critical in any research to examine the impact of one variable on other variables. Finally, both regression and correlation analysis performed to measure the nature and extent of the relationship among variables. Regression analysis is used to determine the extent to which employee engagement affects organizational commitment and performance. The regression models are as follows,

$$\text{Model 1: } OC = \alpha + \beta_1(WI) + \beta_2(EP) + \beta_3(WB) + \beta_4(ER)$$

$$\text{Model 2: } OP = \alpha + \beta_1(WI) + \beta_2(EP) + \beta_3(WB) + \beta_4(ER)$$

Where α considers as a constant item. Organizational commitment (OC) and organizational performance (OP) are dependent variables, workplace involvement (WI), engagement practice (EP), work-life balance (WB) and employee retention (ER) are independent variables.

4. Results and Findings

4.1 Descriptive Statistics

The demographic profile of the respondents is presented in Figure 4.1. The majority of the respondents (74%) are male, while the rest are female (26%). Besides, these respondents are classified based on their years of working experience in the organization. Nearly 36% of these respondents have fewer than three years of experience, each of around 25% has experience of 4-7 years and 8-10 years, and approximately 15% of respondents have experience of more than ten years. The majority of the female respondents have a working experience of fewer than three years, while male respondents are proportionately dispersed among different experience groups. However, in the working experience of ten and above years, only 15% of the male is in this category, where none of them are female.

Table 4.1: Cross-tabulation of gender and working experience

Gender	Years of working experience				Total
	< 3 years	4 to 7 years	8 to 10 years	> 10 years	
Male	20.0%	19.3%	19.7%	14.7%	73.7%
Female	15.7%	6.0%	4.7%	0.0%	26.3%
Total	35.7%	25.3%	24.3%	14.7%	100.0%

Source: Survey data, 2019

Table 4.2: Reliability test results

Variable	No. of items	Cronbach's Alpha (α)	Comments
Workplace involvement	5	0.824	Good
Engagement practice	3	0.522	Acceptable
Work-life Balance	4	0.575	Acceptable
Employee retention	4	0.797	Acceptable
Employee engagement	16	0.882	Good
Organizational commitment	10	0.687	Acceptable
Organizational performance	5	0.759	Acceptable
Overall	31	0.874	Good

Source: Survey data, 2019

Cronbach's Alpha value is widely used for the reliability of multipoint-scaled items, which usually varies between 0 and 1. However, the acceptable value of Cronbach's Alpha can vary between 0.50 and 0.95 (Peterson, 1994). Table 4.2 presents each construct's values, where values of more than 0.50 are considered acceptable, and that exceeded 0.80 is considered suitable for further analyses.

Further, the parameters of employee engagement are ranked based on their mean values in Table 4.3. Workplace involvement placed top in the ranking with the highest mean values (3.59), while the work-life balance is placed at the bottom of this ranking with the lowest mean values (3.10). Moreover, Table 4.3 represents the R^2 values for each variable of employee engagement. In calculating R^2 values, a particular variable (E.g., workplace involvement) is considered dependent, while the indicators of that particular variable are considered independent. The value of R^2 presents the capability of the model in explaining variability, like in the case of workplace involvement, 79.6% of the dependent variable can be explained by the independent variables (indicators of workplace involvement such as clear expectation, equal treatment, opportunity to learn and grow, etc.).

Table 4.3: Ranking of the parameters of determining employee engagement

Variables	Mean	Rank	R^2
Workplace Involvement	3.59	1	0.796
Employee Retention	3.58	2	0.792
Engagement Practice	3.46	3	0.581
Work-Life Balance	3.10	4	0.714

Source: Survey data, 2019

Table 4.4 shows the mean, standard deviation, maximum, and minimum value of the responses towards employee engagement, organizational commitment, and organizational performance. The mean value of employee engagement is 3.46. Though the engagement level is not negatively skewed, there is still enough challenge to turn the moderate level of engagement toward a reasonable extent. Besides, significant numbers of respondents show positive attitudes toward organizational commitment and performance. In both cases, the mean value is above 3.50, which indicates moderate to strong commitment level toward the job and workplace and the positive influence of engagement on organizational performance.

Table 4.4: Responses towards employee engagement, organizational commitment, and performance

Variables	Mean	Std. Dev.	Minimum	Maximum
Employee Engagement	3.460	0.656	1.63	4.44
Organizational Commitment	3.531	0.891	1.80	4.80
Organizational Performance	3.558	0.439	2.40	4.40

Source: Survey data, 2019

Table 4.5 shows the correlation matrix of the variables. All the variables are positively correlated with employee engagement at a 1% significance level. Besides, workplace involvement has a moderate uphill relationship with the rest of the variables (engagement practice, work-life balance, and employee retention) and a positive linear relationship with employee engagement. Similarly, engagement practice, work-life balance, and employee retention have a moderate positive relationship with the rest of the variables. All these variables have a strong positive linear relationship with employee engagement.

Table 4.5: Correlation of the selected variables

	Workplace involvement	Engagement practice	Work-life balance	Employee retention	Employee engagement
Workplace involvement	1.000				
Engagement practice	0.583*	1.000			
Work-life Balance	0.619*	0.449*	1.000		
Employee retention	0.635*	0.635*	0.660*	1.000	
Employee engagement	0.874*	0.767*	0.812*	0.881*	1.000

*Source: Survey data, 2019 [Note: * Correlation is significant at the 0.01 level (2-tailed)]*

As this study intends to explore the impact of employee engagement on organizational commitment and performance, it requires calculating the impact of employee engagement

on both organizational commitment and performance independently. Therefore, two individual regression models have been applied, in which both organizational commitment and organizational performance are considered dependent variables, respectively. Employee engagement is then expressed by four variables: workplace involvement, engagement practice, work-life balance, and employee retention. These four variables are considered as independent variables in both regression models.

Table 4.6: Model summary and coefficient of variables for regression of organizational commitment

Variables	Coefficient	t-stats	Prob.	V.I.F
(Constant)	0.174	-0.316	0.752	
Workplace involvement	0.531	8.070	0.000	2.206
Engagement practice	0.082	1.118	0.265	1.845
Work-life Balance	0.070	2.499	0.013	1.965
Employee retention	0.359	5.079	0.000	2.447
R Square	0.617			
Durbin-Watson	2.099			
F-stats (Prob.)	118.724			

Source: Survey data, 2019

Table 4.6 presents the coefficient estimates of independent variables and model summary of regression analysis of organizational commitment as dependent variables. The four independent variables, workplace involvement, engagement practice, work-life balance, and employee retention, can significantly predict the 61.7% variance of organizational commitment. The Durbin-Watson value also confirms the absence of multicollinearity in the regression model, and dependent variables are free from the multicollinearity as VIF values of all variables are less than 10. Besides, all the independent variables positively impact organizational commitment, where the coefficient of workplace involvement, work-life balance, and employee retention are statistically significant.

Table 4.7: Model summary and coefficient of variables for regression of organizational performance

Variables	Coefficient	t-stats	Prob.	V.I.F
(Constant)	2.505	11.142	0.000	
Workplace involvement	- 0.009	- 0.114	0.909	2.094
Engagement practice	0.027	0.384	0.702	1.851
Work-life balance	0.233	2.781	0.007	2.018

Employee retention	0.070	0.941	0.349	2.490
R Square	0.424			
Durbin-Watson	1.649			
F-stats (Prob.)	6.868			

Source: Survey data, 2019

Similarly, Table 4.7 presents the coefficient estimates of independent variables and model summary of regression analysis of organizational performance as dependent variables. The four independent variables, workplace involvement, engagement practice, work-life balance, and employee retention, can significantly predict the 42.4% of the variance of organizational performance. The Durbin-Watson value also confirms the absence of multicollinearity in the regression model. In terms of coefficient estimates, while engagement practice, work-life balance, and employee retention positively impact organizational performance, workplace involvement has a negative impact. However, the only coefficient of work-life balance is statistically significant. Besides, all these independent variables are free from the multicollinearity as VIF values are less than 10.

5. Discussion and Conclusion

The performance and competitive positions of firms in developing countries like Bangladesh are highly dependent on their employees' active participation. This study explores this relationship among three essential constructs of organizational dynamics: employee engagement, employee commitment, and organizational performance. The study aims to identify the factors influencing employee engagement and determine whether employee engagement affects organizational commitment and performance in five selected private companies in Bangladesh.

The findings show that four variables- workplace involvement, engagement practice, work-life balance, and employee retention, influence employee engagement. Based on the relative importance, workplace involvement has the most profuse effect on employee engagement, followed by employee retention, engagement practice, and work-life balance. Besides this, employee engagement has a significant impact on organizational commitment compared to organizational performance. The findings also reveal a strong relationship between employee engagement and employees' organizational commitment with a coefficient of 0.761, and different factors of employee engagement can explain more than 60% of employee commitment. The finding is congruent with the prior studies (Albdour & Altarawneh, 2014; Biswas & Bhatnagar, 2013; Khalid & Khalid, 2015). Contrarily, a moderate relationship also exists between employee engagement and organizational performance with a coefficient of 0.574, and different factors of employee engagement can explain nearly 45% of organizational performance. The finding is consistent with Halbesleben and Wheeler (2008) as they found little impact of employee

engagement on organizational performance. Besides, the average mean score of employee engagement and employee commitment are 3.46 and 3.53, respectively.

The study offers valuable insights for industry practitioners. The study reveals that typical employee benefit schemes often fall short of motivating young employees to the intended degree. Therefore, engagement activities for employees should be carried out on a more regular basis and in a more comprehensive manner. Organizations should tailor their work-life policies and implement innovative programs to help employees feel at home in the office, as workload frequently disrupts employees' work-life balance. Besides, employees must be supported in a constant manner, both financially and emotionally, during times of adversity. Such initiatives foster employees' emotional attachment, which can be further bolstered by involving families in activities such as family day, picnics, and so on. Moreover, organizations must consider how to recognize and reward individuals that go above and beyond expectations and introduce different programs that motivate employees of each level. Besides, organizations should value experienced employees' skills and conduct routine performance reviews and feedback sessions to ascertain which portions of the job are most interesting and which activities are the most difficult.

Apart from the practical ramifications, the study offers some methodological and theoretical contributions. The study makes an attempt to measure employee engagement using a multidimensional scale, whereas the majority of research on employee engagement uses a unidimensional scale. The scale developed and employed in this study to assess employee engagement has the potential to be widely applied in the future to assess employee engagement across industries and countries. Furthermore, the study attempts to measure organizational performance based on employees' perceptions of several important key areas rather than actual performance measures.

On the other hand, prior research has made scant attempts to investigate the effect of employee engagement on organizational commitment and performance simultaneously. Taking both organizational commitment and performance as outcomes of employee engagement into account, this study finds that employee engagement is the most important predictor of organizational commitment compared to organizational performance, as organizational performance is contingent on a variety of factors other than employee engagement. Furthermore, this study explains the impact of different dimensions of employee engagement on both organizational commitment and performance, laying the groundwork for future research.

Despite the remarkable contributions, this study is not without its limits. Data are collected from employees of a limited number of private organizations, and employees who are working for more than two years in those organizations are only considered. Hence, this study's findings are not universally generalized. Further studies in different settings especially in public organizations would be worthwhile to establish these findings' validity and generalizability across different contexts.

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Appendix 1

Table A1:

Dimensions with Convergent Validity & Reliability	Indicator	Items	Factor Loadings
$\alpha = 0.856$, CR=0.914 AVE= 0.783	WI1	I know what is expected of me at work	0.945
	WI 2	I have the materials and equipment I need to do my work right.	0.944
	WI 3	I feel company treats all its employees equally	0.806
	WI 4	I have opportunities at work to learn and grow	0.780
	WI 5	I feel that my managers are helpful	0.751
Engagement Practice $\alpha = 0.984$, CR=0.990 AVE= 0.969	EP 1	Organization conducts engagement activities timely to keep me engaged	0.988
	EP 2	Engagement activities help me relieve my stress	0.984
	EP 3	Recreational facilities provided by the company are better than other organizations known to me	0.982
Work Life Balance $\alpha = 0.800$ CR = 0.881 AVE = 0.712	WLB 1	I achieve the correct balance between my home and work lives	0.837
	WLB 2	After working hours, I get enough time for my family	0.877
	WLB 3	I feel work life balance policy in the organization should be customized	0.817
	WLB 4	I feel happy at work	0.805
Employee Retention $\alpha = 0.763$ CR = 0.864 AVE = 0.679	ER 1	I see myself working here one year from now	0.883
	ER 2	I believe my feedback is taken seriously by leadership team	0.777
	ER 3	I feel recognized for my achievement and was awarded	0.809
	ER 4	I would suggest working here to others	0.800

Source: Primary Data Collection, 2019