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# Employee engagement and motivation

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**Abstract**
Employee engagement and motivation are critical drivers of organizational success, influencing productivity, employee retention, and overall job satisfaction. This study employs a descriptive quantitative research design and utilizes snowball sampling to examine the impact of leadership effectiveness, work-life balance, recognition and reward systems, organizational culture, and opportunities for growth and development on employee engagement. Using a sample of 150 employees, the study applies frequency analysis, correlation, and regression techniques to determine the significance of these factors. The findings reveal that leadership effectiveness, work-life balance, and recognition systems are the most significant predictors of engagement, while organizational culture and growth opportunities play supporting roles. The study provides practical implications for organizations to enhance employee engagement strategies through leadership development, flexible work policies, and structured recognition frameworks.

**Keywords:** Employee engagement, leadership effectiveness, work-life balance, recognition systems, organizational culture, growth opportunities

## Introduction

Employee engagement and motivation have long been pivotal themes in organizational behaviour, directly influencing productivity, employee satisfaction, and overall organizational success (Robbins & Judge, 2019) [16]. In recent decades, the corporate landscape has undergone significant transformations, characterized by factors such as globalization, technological advancements, and evolving workforce demographics (Ng *et al.*, 2012). This dynamic environment necessitates a deeper exploration of the factors that drive employee engagement and motivation, moving beyond traditional approaches and embracing a more holistic perspective. This study focuses on understanding the interplay between organizational culture, work-life balance, leadership effectiveness, and opportunities for growth and development in shaping employee engagement and motivation. These interrelated dimensions offer a comprehensive framework for examining how organizations can foster an engaged and motivated workforce.

The concept of employee engagement has evolved significantly since its initial conceptualization. Kahn (1990) [23] pioneered this field by defining employee engagement as the "harnessing of employees' selves to their work roles," emphasizing the psychological and emotional investment of individuals in their work. Building on this foundation, Saks (2006) [37] further refined the concept by highlighting that engagement encompasses three key dimensions: emotional, characterized by feelings of enthusiasm, passion, and inspiration; cognitive, characterized by focus, attention, and mental absorption in work tasks; and behavioural, characterized by extra effort, persistence, and proactiveness. These dimensions, according to Saks (2006) [37], are significantly influenced by a range of organizational factors, including leadership style, organizational culture, and the availability of resources.

Schaufeli and Bakker (2004) [38], proponents of the Job Demands-Resources (JD-R) model, further enriched our understanding of employee engagement by emphasizing the critical role of job resources and personal resources in fostering engagement. Job resources, such as autonomy, support from colleagues, and opportunities for growth, can buffer the negative impact of job demands and promote employee well-being and engagement. Personal resources, such as self-efficacy, optimism, and resilience, also play a crucial role in enabling employees to cope with work challenges and maintain high levels of engagement. Engaged employees, according to this model, are characterized by vigor, characterized by high levels

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of energy and mental resilience; dedication, characterized by strong involvement, enthusiasm, and a sense of pride in one's work; and absorption, characterized by a state of flow where individuals are fully immersed in their work and lose track of time.

Organizational culture is frequently identified as a cornerstone of employee engagement (Schein, 1990) [39]. Hofstede (2001) [21] aptly described organizational culture as the "collective programming of the mind," encompassing shared values, beliefs, assumptions, and artifacts that guide individual and collective behaviour within an organization. A positive and supportive organizational culture, characterized by values such as trust, respect, and open communication, can significantly enhance employee engagement and motivation (Cameron & Quinn, 2011) [9]. Natasya and Awaluddin (2021) [34] specifically argued that an inclusive and recognition-oriented culture, where diversity is valued and individual contributions are acknowledged, fosters a sense of belonging and enhances employee motivation and commitment. Furthermore, research has demonstrated that high-performance work systems, characterized by practices such as employee involvement, skill development, and performance-based rewards, are closely intertwined with organizational culture and significantly contribute to employee engagement (Appelbaum *et al*., 2000) [3]. These systems, when effectively integrated within a positive organizational culture, create a virtuous cycle where engaged employees contribute to organizational success, which in turn reinforces the positive cultural values and practices (Denison, 1990) [13].

Leadership plays a crucial role in shaping and reinforcing organizational culture. Transformational leadership, characterized by behaviours such as inspiring vision, intellectual stimulation, and individual consideration (Bass & Avolio, 1994) [8], has been consistently linked to higher levels of employee engagement and motivation (Judge & Piccolo, 2004) [22]. Transformational leaders, by fostering a shared vision and empowering employees, can create a culture of high performance, innovation, and employee well-being (Avolio & Bass, 2004) [4].

Work-life balance has emerged as a critical determinant of employee engagement and well-being in contemporary workplaces. Greenhaus and Allen (2011) [18] conceptualized work-life balance as a dynamic equilibrium between an individual's work and personal roles, emphasizing the importance of achieving a sense of fulfilment and satisfaction in both domains. This balance significantly impacts employees' psychological well-being, reducing stress, burnout, and ultimately enhancing engagement levels (Grant, 2013) [17].

Kossek *et al*. (2011) [26] provided empirical evidence supporting this view, demonstrating that organizations with robust work-family policies, such as flexible work arrangements, on-site childcare, and generous parental leave, experience higher levels of employee engagement, lower turnover rates, and improved organizational performance. These policies not only benefit employees but also contribute to a more productive and sustainable work environment.

Mulang (2022) [33] further extended this research by emphasizing the specific role of flexible working arrangements, such as remote work and flexible schedules, in reducing work-related stress, improving work-life

integration, and fostering long-term employee commitment. These arrangements empower employees to better manage their work and personal responsibilities, leading to increased job satisfaction, reduced burnout, and enhanced engagement. Furthermore, within the Job Demands-Resources model, Schaufeli and Bakker (2004) [38] identified work-life balance as a crucial job resource that moderates the relationship between job demands and employee engagement. By providing employees with greater control over their work schedules and enabling them to better integrate work and personal life, organizations can mitigate the negative impact of job demands, such as long working hours and high pressure, on employee well-being and engagement.

Leadership effectiveness plays a pivotal role in fostering employee engagement and motivation. Bass and Avolio (1994) [8] introduced the influential concept of transformational leadership, which emphasizes inspiring and motivating followers through vision, intellectual stimulation, and individual consideration. Transformational leaders go beyond merely directing employees; they inspire and empower them to achieve extraordinary results (Avolio & Bass, 2004) [4].

Research consistently demonstrates a strong positive correlation between transformational leadership and employee engagement (Judge & Piccolo, 2004) [22]. Al-Ansi *et al*. (2023) [1] further emphasized the crucial role of trust and effective communication in enhancing employee engagement. Leaders who build strong relationships with their teams, foster open communication channels, and actively listen to employee concerns create a more trusting and supportive work environment, which in turn enhances employee engagement and motivation.

Goleman (2000) [16] underscored the critical role of emotional intelligence in effective leadership. Leaders who possess self-awareness, self-regulation, empathy, and strong social skills are better equipped to understand and manage their own emotions, as well as the emotions of their team members. This emotional intelligence enables leaders to build stronger relationships, resolve conflicts effectively, and create a more positive and supportive work environment, ultimately fostering greater employee engagement.

Opportunities for growth and development are critical for fostering high levels of employee engagement and motivation. Spreitzer (1995) [40] introduced the concept of psychological empowerment, emphasizing that providing employees with autonomy, meaning, competence, and impact enhances their intrinsic motivation and fosters a sense of engagement. By offering employees opportunities to learn, grow, and develop their skills, organizations can empower them to take ownership of their work, contribute meaningfully to organizational goals, and experience a sense of accomplishment.

Johar *et al*. (2024) further emphasized the importance of career development opportunities in enhancing employee engagement. Clear career paths, access to mentorship programs, and opportunities for advancement provide employees with a sense of direction, purpose, and a brighter future within the organization. These opportunities not only enhance employee motivation but also contribute to increased job satisfaction, reduced turnover, and improved organizational commitment.

Karatepe and Karadas (2016) [25] specifically highlighted the

positive impact of training programs and skill development initiatives on employee engagement. By investing in employee development, organizations demonstrate their commitment to employee growth and provide employees with the necessary skills and knowledge to succeed in their roles and contribute effectively to the organization's success. This not only enhances employee job satisfaction and engagement but also improves organizational performance and competitiveness.

Noe *et al*. (2014) [35] further emphasized the crucial role of continuous professional development in fostering a motivated and productive workforce. By providing ongoing learning opportunities, such as workshops, seminars, and access to online learning resources, organizations can equip employees with the necessary skills and knowledge to adapt to the ever-changing demands of the workplace, remain competitive, and contribute to organizational innovation.

The interplay between organizational culture, work-life balance, leadership effectiveness, and opportunities for growth and development creates a dynamic and multifaceted framework for understanding employee engagement and motivation (Bakker & Demerouti, 2007) [6]. Saks (2006) [37] aptly posited that engagement is a reciprocal process, characterized by a dynamic interplay between organizational practices and employee behaviours. This perspective underscores the importance of creating a supportive and enabling work environment that fosters employee engagement and, in turn, drives organizational success.

Kahn (1990) [22] further elaborated on this reciprocal relationship, suggesting that meaningful work, characterized by a sense of purpose, autonomy, and the opportunity to make a significant contribution, is a crucial prerequisite for employee engagement. Psychological safety, characterized by a climate of trust, openness, and a willingness to take risks, also plays a critical role in fostering engagement (Edmondson, 1999) [15]. When employees feel safe to express their ideas, take risks, and learn from their mistakes, they are more likely to be engaged and motivated. Furthermore, the availability of adequate resources, including physical resources, social support, and access to information, is essential for employee engagement (Bakker & Demerouti, 2007) [6]. When employees have the resources they need to perform their jobs effectively, they are more likely to experience a sense of control, mastery, and accomplishment, which in turn enhances their engagement and motivation.

Al-Ansi *et al*. (2023) [1] highlighted the synergistic effects of leadership and culture in shaping employee engagement. Transformational leaders, by embodying and reinforcing organizational values, can significantly amplify the impact of a positive organizational culture on employee engagement. By creating a shared vision, inspiring employees, and empowering them to take ownership of their work, transformational leaders can foster a culture of high performance, innovation, and employee well-being.

The research questions guiding this study focus on exploring the multifaceted impact of organizational culture, work-life balance, leadership effectiveness, and growth opportunities on employee engagement and motivation. Specifically, the objectives are to: 1) examine the influence of organizational culture, as characterized by shared values, beliefs, and norms, on employee engagement and motivation (Schein, 1990); 2) [39] assess the role of work-life balance, including factors such as flexible work arrangements and supportive work-family policies, in shaping employee engagement and well-being (Greenhaus & Allen, 2011); 3) [18] evaluate the effectiveness of leadership styles, particularly transformational leadership, in driving employee engagement and motivation (Bass & Avolio, 1994 and 4) [8] investigate the significance of growth opportunities, such as training programs, career development initiatives, and opportunities for advancement, in fostering employee engagement and motivation (Spreitzer, 1995) [40].

Based on these objectives, the study hypothesizes positive correlations between each of these factors (organizational culture, work-life balance, leadership effectiveness, and growth opportunities) and employee engagement. Furthermore, based on existing literature, it is hypothesized that leadership effectiveness, particularly transformational leadership, and the availability of recognition systems will emerge as the most significant contributors to employee engagement (Judge & Piccolo, 2004) [22].

This study employs a descriptive research design to investigate the relationships between organizational culture, work-life balance, leadership effectiveness, and growth opportunities and their impact on employee engagement and motivation. Quantitative data will be collected from a sample of 150 employees across various industries through a structured online survey. The survey will incorporate validated scales to measure key constructs, including organizational culture (e.g., Denison Organizational Culture Survey, Cameron & Quinn, 2011) [9], work-life balance (e.g., Work-Life Balance Scale, Carlson *et al*., 2000) [10], leadership effectiveness (e.g., Multifactor Leadership Questionnaire, Bass & Avolio, 2004) [4], and employee engagement (e.g., Utrecht Work Engagement Scale, Schaufeli *et al*., 2006) [41].

Data analysis will include descriptive statistics to summarize the key characteristics of the sample and the distribution of responses. Correlation analysis will be conducted to examine the relationships between the independent variables (organizational culture, work-life balance, leadership effectiveness, and growth opportunities) and the dependent variable (employee engagement). Multiple regression analysis will be employed to further investigate the combined impact of these factors on employee engagement, while controlling for potential confounding variables such as age, gender, and job tenure.

This quantitative approach will provide valuable insights into the extent to which these factors contribute to employee engagement and motivation across different industries and organizational contexts. The findings of this study will have important implications for organizations seeking to enhance employee engagement and create a more productive and fulfilling work environment.
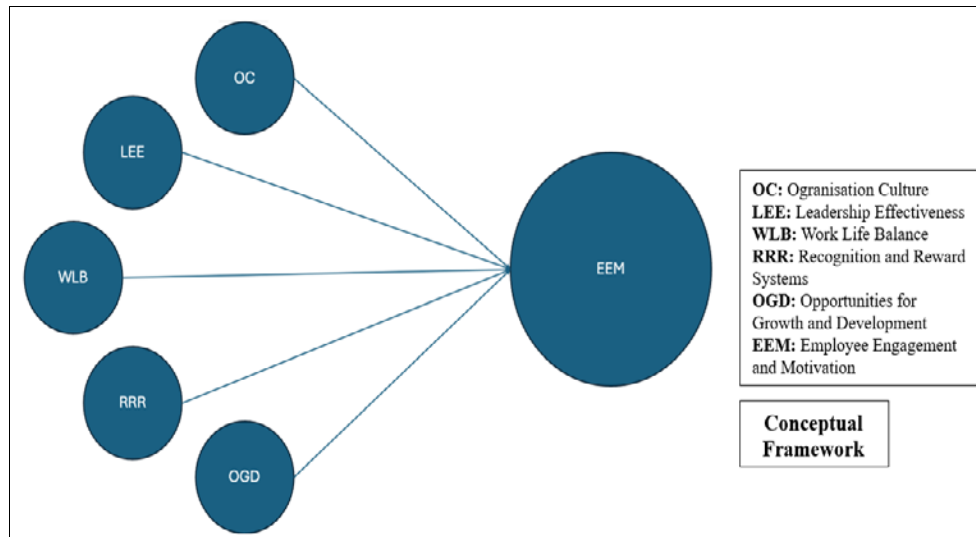
## Materials and Methods
### Research Design
A descriptive research design is adopted in this study to investigate the relationships between the variables: organizational culture, work-life balance, leadership effectiveness, opportunity for growth and employee engagement and motivation. The descriptive method is ideal for conducting this particular research because it allows for systematic collection and analysis of data from a certain population in a specific context (Creswell, 2014) [11].

In this specific case, the cross-sectional design is applied in collecting data from samples of employees at a given moment in time. Though this design would not put into consideration causal relationships over time, it gives good insights to the present picture regarding the factors contributing to employee engagement in the selected organizations mentioned above.



OC: Ogranisation Culture
LEE: Leadership Effectiveness
WLB: Work Life Balance
RRR: Recognition and Reward Systems
OGD: Opportunities for Growth and Development
EEM: Employee Engagement and Motivation

**Conceptual Framework**

## Research Questions
1. How does organizational culture—including aspects like communication, innovation, and employee empowerment-affect employee engagement and motivation? This will be measured through job satisfaction, commitment to the organization, and employees' willingness to stay.
2. What impact does work-life balance-such as flexible work arrangements-have on employee commitment and motivation, especially in managing job demands?
3. How does transformational leadership, which includes behaviors like inspiring vision, intellectual stimulation, and individual consideration, compare to transactional leadership in influencing employee engagement and motivation?
4. How do career growth opportunities, such as training programs, mentoring, and career development pathways, impact employees' motivation and sense of purpose? Does this effect vary across different job roles and levels within an organization?
5. What is the combined impact of organizational culture, work-life balance, leadership effectiveness, and growth opportunities on employee engagement and motivation, while controlling for factors like demographics or specific job characteristics?

## Objectives of the Research
The aim of this study is to identify the effects of different workplace environmental elements on employee motivation and engagement.
1. To analyze how organizational culture influences employee engagement and motivation-focusing on factors like trust, communication, and empowerment.
2. To assess the impact of work-life balance on employee motivation and engagement, looking at aspects like flexible work arrangements and work-family support policies.
3. To evaluate the role of leadership effectiveness in enhancing employee motivation and engagement, with an emphasis on transformational leadership behaviors.

4. To explore how career growth opportunities contribute to employee motivation and engagement, studying the role of training, mentoring, and career development programs.
5. To examine how all these key factors work together to shape employee engagement and motivation, determining their combined influence while accounting for other variables like job roles and demographics.

## Data Collection Method
### Primary Data Collection
A systematic online survey of employees from all industries was conducted as part of this study. This survey was developed using Google Forms and assigned electronically as a measure for efficient data collection and easy availability to the respondents.

## Sampling Technique
A combination of different sampling was used to recruit participants.
For this study, snowball sampling was incorporated to expand the sample. This involved asking the initial participants to bring to the sample other eligible employees known to them, and thus, increasing the sample size and diversifying the employees across a wide spectrum in terms of industry and organizational contexts.

## Survey Format
The questionnaire consisted of closed-ended questions measured on a 5-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree." This format, widely recognized and utilized in social science research (Klenke, 1982), provides a standardized and easily interpretable measure of participants' attitudes and perceptions. The 5-point Likert scale offers a balanced range of response options, allowing for nuanced expression of opinions while maintaining ease of data collection and analysis.

## Questionnaire Sections
The questionnaire encompassed several key sections:

**Organizational Culture:** Items adapted from Hofstede's (2001) [21] cultural dimensions, such as power distance, individualism/collectivism, uncertainty avoidance, and masculinity/femininity, were included to assess employees' perceptions of their organizational culture.

**Work-Life Balance:** Questions on the work-family policies framework by Kossek *et al*. were used to measure employee's perceptions of work-life balance in terms of flexibilities, support for family responsibilities, and extent of possible interference with personal life.

**Leadership Effectiveness:** Concepts from Bass and Avolio's (1994) transformational leadership scale were modified for the research to assess employees' perception of their leaders' behaviours regarding inspiring vision, intellectual stimulation, and individual consideration.

**Growth Opportunities:** Questions derived from Spreitzer (1995) [40] on psychological empowerment, including autonomy, meaning, competence, and impact, were included to assess employees' perceptions of their opportunities for growth and development.

**Employee Engagement and Motivation:** Items based on the Utrecht Work Engagement Scale (Schaufeli & Bakker, 2004) [38], measuring Vigor, dedication, and absorption, were used to assess employees' levels of engagement.

**Sample Size**
This research utilized a sample size of 150 employees. To ensure data reliability, a minimum sample size was calculated based on Klenke (1982)'s recommendation of at least five respondents per survey question. With approximately 25 questions, an initial minimum of 125 employees was determined.
To account for potential data loss due to incomplete responses or missing data, a 20% buffer was added, resulting in a final sample size of 150 employees. This approach aimed to provide sufficient data for robust statistical analysis.

**Demographic Profile**
To ensure a diverse and representative sample, the study collected data on key demographic characteristics of the participants. These demographics include:

**Age:** Age groups were categorized as follows: 18-25 years, 26-35 years, 36-45 years, 46-55 years, and 56 years and above. This categorization allows for the examination of potential age-related differences in employee engagement and responses to various organizational factors.

**Gender:** Data was collected on gender (male, female, other) to understand potential gender disparities in employee engagement and experiences within the workplace.

**Education:** Level of education was recorded, including high school diploma, associate's degree, bachelor's degree, master's degree, and doctoral degree. This information highlights the educational backgrounds of the participants and may help to explain variations in employee engagement and career aspirations.

**Industry:** Participants were asked to indicate their industry

of employment (e.g., technology, healthcare, education, finance). This information allows for the analysis of potential industry-specific differences in employee engagement and the element that influence it.

**Data Analysis**
The data collected through the online survey were analysed using IBM SPSS Statistics.

**Descriptive Statistics:** For the summary generation, descriptive statistics included making frequencies and percentages for nominal variables such as sex, industry, and averages and standard deviations for continuous variables such as age, survey scale scores, and so on. Thus in the analysis, descriptive statistics provided the overall picture of data and identified some probable outliers and inconsistencies.

**Correlational Analysis:** Relationships among these key variables are identified through the Pearson correlation coefficient. Organizational culture dimensions like power distance and individualism, work-life balance components such as work-life balance perceptions and flexible work arrangements, transformational leadership behaviours to capture leadership effectiveness, growth opportunities like training and development opportunities, career advancement opportunities, and lastly employee engagement measured through Utrecht Work Engagement Scale have all been included in this analysis. Thus, it could be seen how strong or weak the association is formed by direction-of-positive or negative associated observed between these variables.

**Regression Analysis:** Multiple linear regression analysis was run to analyze how specific multiple independent variables (organizational culture, work-life balance, leadership effectiveness, growth opportunities) predict employee engagement. This would measure the extent to which these independent models together account for variance in employee engagement by controlling for such variables as demographics of employees (age, gender, education) and characteristics of jobs (job lifetime, job role).

**Hypotheses**
**H₁:** A positive and supportive organizational culture, characterized by trust, open communication, and employee empowerment, will lead to higher levels of employee engagement and motivation. This will be reflected in greater job satisfaction, stronger organizational commitment, and improved job performance.

**H₂:** Employees with a better work-life balance—achieved through flexible work policies and supportive work environments—will show higher engagement and motivation. This will result in less burnout, greater job satisfaction, and stronger commitment to the organization.

**H₃:** Transformational leadership, which involves inspiring vision, encouraging innovation, and offering personal support, will be positively linked to employee engagement and motivation. Employees under transformational leadership will experience higher job satisfaction, a greater sense of purpose, and increased motivation compared to those under transactional leadership.

**H₄:** Career growth opportunities, such as training, mentorship, and career advancement programs, will significantly boost employee motivation and job satisfaction. Employees who have access to these opportunities will feel more committed to the organization and experience personal and professional growth.

**H₅:** A combination of organizational culture, work-life balance, leadership effectiveness, and growth opportunities will have the strongest influence on employee engagement and motivation. These factors work together, meaning their combined effect is greater than their individual impacts.

## Results and Discussion
Descriptive Analysis

**Table 3.1:** Frequency Table

| Variable | Category | Frequency | Percent (%) | Cumulative Percent (%) |
|---|---|---|---|---|
| Age | 23-25 | 22 | 18.3 | 18.3 |
| | 26-28 | 15 | 12.5 | 30.8 |
| | 29-32 | 16 | 13.3 | 44.2 |
| | 33-35 | 30 | 25 | 69.2 |
| | 36 above | 37 | 30.8 | 100 |
| Gender | Male | 68 | 56.7 | 56.7 |
| | Female | 51 | 42.5 | 99.2 |
| | Prefer not to say | 1 | 0.8 | 100 |
| Education Level | High School or below | 1 | 0.8 | 0.8 |
| | Undergraduate Degree | 20 | 16.7 | 17.5 |
| | Postgraduate Degree | 63 | 52.5 | 70 |
| | Professional Courses | 32 | 26.7 | 96.7 |
| | Others | 4 | 3.3 | 100 |
| Employment Status | Student | 13 | 10.8 | 10.8 |
| | Full-time | 87 | 72.5 | 83.3 |
| | Part-time | 11 | 9.2 | 92.5 |
| | Self-Employed | 5 | 4.2 | 96.7 |
| | Unemployed | 2 | 1.7 | 98.3 |
| | Retired | 2 | 1.7 | 100 |
| Monthly Household Income (INR) | Less than 20,000 | 16 | 13.3 | 13.4 |
| | 20,001 - 40,000 | 19 | 15.8 | 29.4 |
| | 40,001 - 60,000 | 16 | 13.3 | 42.9 |
| | 60,001 - 80,000 | 22 | 18.3 | 61.3 |
| | 80,001 - 1,00,000 | 23 | 19.2 | 80.7 |
| | More than 1,00,000 | 23 | 19.2 | 100 |
| Marital Status | Single | 44 | 36.7 | 36.7 |
| | Married | 55 | 45.8 | 82.5 |
| | Divorced | 16 | 13.3 | 95.8 |
| | Widowed | 4 | 3.3 | 99.2 |
| | Prefer not to say | 1 | 0.8 | 100 |

## Interpretation
### Age Distribution
- Most Represented Age Group: The "36 and above" category has the highest frequency (37 individuals, 30.8%).
- Young Adults: The age group "23-25" follows, representing 18.3% of the total sample.
- Diversity in Age: The age distribution is fairly spread, indicating a balanced mix of respondents, but with a significant skew towards older age groups (33 and above).

### Gender Representation
- Male Majority: Males constitute the majority of the sample (56.7%).
- Female Participation: Females make up 42.5%, which is substantial but shows a gender imbalance.
- Minimal Non-Disclosure: Only 0.8% chose "Prefer not to say," indicating most respondents were comfortable disclosing gender.

### Education Level
- Highly Educated Respondents: The largest portion (52.5%) holds a "Postgraduate Degree."

- Significant Professional Qualifications: 26.7% of the respondents have professional degrees (e.g., CA, Doctor, Lawyer).
- Lower Education: A minimal number (0.8%) have education levels at or below high school, showing a sample skewed towards higher educational attainment.

### Employment Status
- Predominance of Full-Time Workers: 72.5% are employed full-time, showing a workforce-dominated sample.
- Students and Part-Time Work: Students and part-time employees together make up about 20% (10.8% and 9.2%, respectively).
- Small Self-Employed Group: Only 4.2% are self-employed, indicating a lesser focus on entrepreneurship or freelance work.
- Minimal Unemployment: Unemployed respondents are only 1.7%, showcasing overall high employment within the sample.

### Monthly Household Income
- Well-Distributed Income Levels: Respondents are spread across income brackets, with the highest

frequencies in the "60,001-80,000 INR" and "80,001-1,00,000 INR" categories (18.3% and 19.2% respectively).
- High-Income Representation: Nearly 40% of respondents earn above 80,000 INR, indicating that the sample leans towards mid-to-high income households.
- Lower Income Groups: About 13.4% report earnings below 20,000 INR, suggesting inclusivity of lower economic segments but in smaller numbers.

**Marital Status**
▪ Majority Married: The largest portion of respondents (45.8%) are married.
▪ Single Representation: 36.7% are single, which could correlate with the age demographics skewed towards younger and middle-aged groups.
▪ Lower Representation of Divorced or Widowed: Combined, these categories make up 16.6% (13.3% divorced, 3.3% widowed).

**Table 3.2:** Correlation

| | | OC | LEE | OGD | RRR | WLB | EEM |
|---|---|---|---|---|---|---|---|
| OC | Pearson Correlation | 1 | 0.159 | 0.107 | .244* | .249* | .258** |
| | Sig. (2- tailed) | | 0.082 | 0.244 | 0.007 | 0.006 | 0.004 |
| | N | 120 | 120 | 120 | 120 | 120 | 120 |
| LEE | Pearson Correlation | 0.159 | 1 | 0.169 | 299* | .212* | 437** |
| | Sig. (2- tailed) | 0.082 | | 0.065 | 0.001 | 0.020 | 0.000 |
| | N | 120 | 120 | 120 | 120 | 120 | 120 |
| OGD | Pearson Correlation | 0.107 | 0.169 | 1 | .411" | 498** | .402** |
| | Sig. (2- tailed) | 0.244 | 0.065 | | 0.000 | 0.000 | 0.000 |
| | N | 120 | 120 | 120 | 120 | 120 | 120 |
| RRR | Pearson Correlation | 244* | .299th | .411" | 1 | 458** | .530** |
| | Sig. (2- tailed) | 0.007 | 0.001 | 0.000 | | 0.000 | 0.000 |
| | N | 120 | 120 | 120 | 120 | 120 | 120 |
| WLB | Pearson Correlation | .249 | .212* | 498* | 458* | 1 | 499* |
| | Sig. (2- tailed) | 0.006 | 0.020 | 0.000 | 0.000 | | 0.000 |
| | N | 120 | 120 | 120 | 120 | 120 | 120 |
| EEM | Pearson Correlation | .258th | .437* | .402** | 530** | 499** | 1 |
| | Sig. (2- tailed) | 0.004 | 0.000 | 0.000 | 0.000 | 0.000 | |
| | N | 120 | 120 | 120 | 120 | 120 | 120 |

**Key Observations**
**Strongest Correlations with EEM**
- Recognition and Rewards (RRR) has the strongest positive correlation with EEM at 0.530, significant at the 0.01 level. This suggests that employees feel most engaged and motivated when their efforts are recognized and rewarded.
- Work-Life Balance (WLB) is also strongly correlated with EEM at 0.499, highlighting the importance of balance in employees' personal and professional lives.
- Leadership Effectiveness (LEE) has a notable correlation of 0.437 with EEM, emphasizing the critical role leadership plays in fostering employee engagement.

**Interrelationships between Independent Variables**
- Opportunities for Growth and Development (OGD) shows strong correlations with:
- RRR (0.411) and WLB (0.498). This indicates that growth opportunities often align with recognition and maintaining a balanced work environment.

- WLB and RRR are positively correlated at 0.458, suggesting that work-life balance is often supported by effective recognition systems.

**Organizational Culture (OC)**:
- OC has weaker correlations with EEM (0.258) compared to other variables. Although it is significant, it indicates that while culture is a contributing factor, it may not directly drive engagement as much as other factors like rewards or leadership.
- OC's relationship with RRR (0.244) and WLB (0.249) is moderate, emphasizing its influence on creating a supportive environment but not as directly as other variables.

**Significance Levels**
- Variables marked with **two asterisks (e.g., 0.01 level)** indicate strong evidence of statistical significance, showing confidence in the correlations.
- Relationships marked with a single asterisk (e.g., 0.05 level) indicate moderate significance but are still meaningful.

**Table 3.3:** Regression

| Model Summary | | | | | |
|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | |
| 1 | .671[a] | 0.450 | 0.425 | 0.54708 | |
| a. Predictors: (Constant), WLB, LEE, OC, OGD, RRR | | | | | |
| **ANOVA[a]** | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 27.872 | 5 | 5.574 | 18.625 | .000[b] |
| | Residual | 34.120 | 114 | 0.299 | | |
| | Total | 61.992 | 119 | | | |
| a. Dependent Variable: EEM | | | | | | |
| b. Predictors: (Constant), WLB, LEE, OC, OGD, RRR | | | | | | |

| Coefficients[a] | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 0.136 | 0.300 | | 0.452 | 0.652 |
| | OC | 0.085 | 0.082 | 0.076 | 1.042 | 0.300 |
| | LEE | 0.266 | 0.072 | 0.273 | 3.721 | 0.000 |
| | OGD | 0.117 | 0.084 | 0.116 | 1.402 | 0.164 |
| | RRR | 0.261 | 0.080 | 0.272 | 3.266 | 0.001 |
| | WLB | 0.253 | 0.091 | 0.240 | 2.794 | 0.006 |
| a. Dependent Variable: EEM | | | | | | |

## Interpretation
### Model Summary
**R (0.671):** Indicates a moderate to strong correlation between predictors (WLB, LEE, OC, OGD, RRR) and the dependent variable (EEM).

**R² (0.450):** Suggests that 45% of the variability in Employee Engagement and Motivation (EEM) is explained by the predictors.

**Adjusted R² (0.425):** Slightly lower, accounting for the number of predictors, still indicating a good fit.

**Std. Error of the Estimate (0.54708):** Shows the average deviation of observed EEM values from predicted values.

### ANOVA Table
F-Statistic (18.625): Statistically significant ($p<0.001$), meaning the predictors, as a group, explain the variability in EEM effectively.

**Significance (Sig. = 0.000):** Confirms that at least one predictor significantly relates to EEM.

### Coefficients Table (Key Predictors and Their Influence on EEM)
Organizational Commitment (OC)
Coefficient (B = 0.085): Positive but not statistically significant (p = 0.300). OC has a negligible effect in this model.

### Leadership Effectiveness (LEE)
Coefficient (B = 0.266): Positive and statistically significant (p = 0.000).

**Beta = 0.273:** Indicates a moderate effect size. Effective leadership strongly enhances EEM.

### Organizational Growth and Development (OGD)
Coefficient (B = 0.117): Positive but not statistically significant (p = 0.164). OGD's impact is minor in this context.

### Recognition and Reward System (RRR)
**Coefficient (B = 0.261):** Positive and statistically significant (p = 0.001).

**Beta = 0.272:** Reflects a moderate effect size. Recognition systems substantially impact EEM.

### Work-Life Balance (WLB)
Coefficient (B = 0.253): Positive and statistically significant (p = 0.006).
**Beta = 0.240:** Indicates a moderate effect size. WLB is an essential driver of EEM.

### Key Insights
**Significant Predictors:** Leadership Effectiveness (LEE), Recognition and Reward System (RRR), and Work-Life Balance (WLB) are the strongest and statistically significant contributors to EEM.

**Non-Significant Predictors:** Organizational Commitment (OC) and Organizational Growth and Development (OGD) do not significantly predict EEM in this model.

**Overall Variance Explained:** The model explains 45% of the variance in EEM, demonstrating its utility in identifying key factors.

### Frequency Analysis
The frequency analysis offers a detailed understanding of the respondents' demographic and behavioural characteristics, providing critical context for the study. The largest proportion of respondents (30.8%) falls into the age group of 36 and above, reflecting a workforce with significant professional experience. This is followed by the 23-25 age group (18.3%), representing younger employees who are likely early in their careers. The remaining age groups ensure a diverse representation across different career stages.
In terms of gender representation, the sample is relatively balanced, with males constituting 56.7% and females making up 42.5%. A small proportion of respondents (0.8%)

preferred not to disclose their gender. This distribution highlights meaningful participation from both genders, ensuring a broad perspective on employee engagement.

Regarding educational background, the majority of respondents are highly educated, with 52.5% holding postgraduate degrees and 26.7% possessing professional qualifications such as certifications in specialized fields (e.g., CA, doctors, lawyers). Only 0.8% of the respondents have education levels at or below high school, indicating a sample skewed toward higher educational attainment.

When examining employment status, 72.5% of the respondents are full-time employees, which aligns with the focus on workplace engagement and motivation. Part-time employees comprise 9.2%, while students make up 10.8%, offering insights into the expectations of the emerging workforce. A smaller group of respondents (4.2%) is self-employed, reflecting limited entrepreneurial representation.

The analysis of monthly household income shows that a significant number of respondents earns within the 60,001-80,000 INR (18.3%) and 80,001-100,000 INR (19.2%) brackets, indicating a predominance of mid-to-upper-income groups. Meanwhile, 13.4% report earnings below 20,000 INR, showcasing inclusivity of lower-income respondents, though in smaller numbers.

In terms of marital status, the largest category of respondents is married individuals (45.8%), indicating a relatively stable workforce. Single respondents (36.7%) highlight the presence of a younger, more dynamic demographic, while 16.6% are divorced or widowed, and representing smaller but significant groups within the sample.

Behaviorally, 62% of respondents agree that work-life balance (WLB) positively influences their engagement and motivation, reinforcing its critical role in workplace satisfaction. Additionally, recognition and reward systems (RRR) are frequently identified as significant motivators, aligning with the strong correlations observed in subsequent analyses. Respondents also emphasize that targeted growth opportunities are important, showcasing the usefulness of practical motivators like career progression and leadership support.

## Key Insights

The frequency analysis reveals that the sample is predominantly composed of highly educated, full-time employees with a skew toward mid-to-high income groups. The balanced gender representation ensures diverse perspectives, while the mix of age groups reflects both young professionals and seasoned employees. Behavioural insights underline the significance of work-life balance and recognition systems as key drivers of employee engagement and motivation.

## Correlation Analysis

To evaluate the relationships between primary factor variables which have a significant bearing on employee engagement and motivation and thus adopt it for interpretation in an organization, correlation analysis results show significantly positive correlations with factors like leadership effectiveness, recognition and rewards, work-life balance, organizational culture, and opportunities for growth and development with employee engagement and motivation.

RRR and EEM show the highest correlation (r = 0.530, $p<0.01$), indicating that an employee feels more engaged and motivated when their efforts are recognized and rewarded in one form or other. The recognition system does play a very big role in contributing to workplace satisfaction and should be a priority for most organizations that want to raise their levels of engagement.

Work-Life Balance (WLB) also reflects a strong positive correlation with EEM (r = 0.499, $p<0.01$) since it's a very important influence in reducing burnout and building long-term commitment. Employees balancing their personal and professional lives tend to have significantly higher engagement and motivation levels.

There is a moderate and positive correlation between Leadership Effectiveness (LEE) and EEM, with a correlation coefficient of 0.437 and a p-value of less than 0.01. This means that transformational leadership practices are likely to build trust, give direction, and inspire employees. Furthermore, effective leaders can create the environment that fosters motivation and, thus, higher overall engagement.

Opportunities for Growth and Development were found to correlate moderately with EEM (r = 0.411, $p<0.01$). This revealed that growth opportunities were valued by employees as less directly relevant to engagement than other variables such as WLB and RRR. Organizations would align growth opportunities with the quality of employee career aspirations and maximize their effectiveness.

Organizational Culture (OC) is least negative concerning EEM (r = 0.258, $p<0.05$). Although culture builds the foundation for the workplace, its direct influence on engagement is limited. This finding suggests that a positive culture is, however, important to support other engagement drivers, but is less critical in motivating the employee.

Inter-variable correlations indicate the presence of meaningful relationships:

- WLB and RRR (r = 0.458), meaning work-life balance is most often complementary to the recognition systems-in as much as employees want their performance.
- OGD and RRR (r = 0.411), indicating that the growth opportunity is usually accompanied-or should be accompanied-in order to reinforce the idea-as this is what employees are motivated to do when they offer returns for their development.
- OC and WLB (r = 0.249), On organizational culture, this can be said to moderately support work-life balance initiatives; hence, there is a justification for employee well-being to be nurtured in a conducive atmosphere.

## Crucial Realization

As shall be examined below, it is possible to notice that RRR, WLB, and LEE were the most paramount ones significantly related to the employee engagement and motivation variables. The variables exhibited very strong and moderate relationships with EEM reflecting the direct effects of these variables. In contrast, the Organizational Culture (OC) and Opportunities for Growth and Development (OGD) provide an enabling environment through interaction with other variables as they indirectly influence engagement.
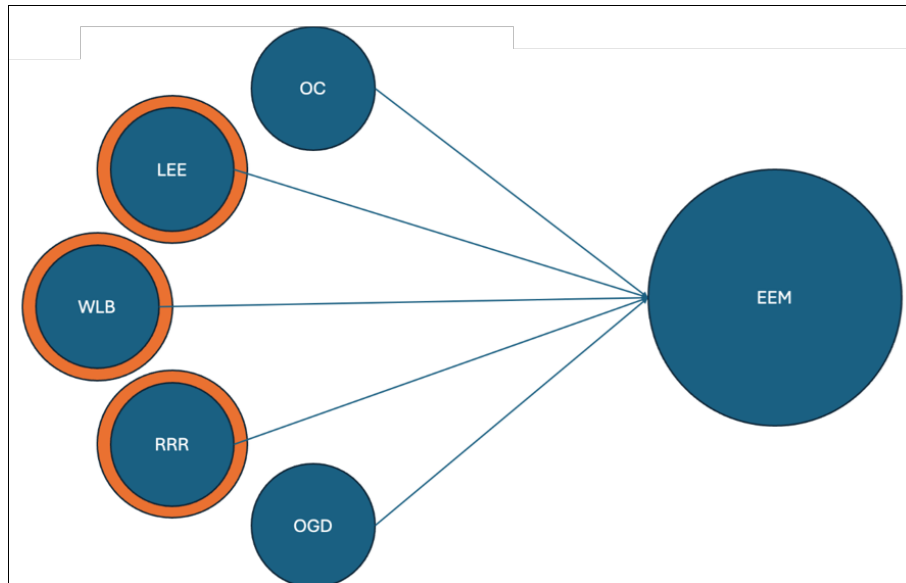
**Fig 4.1:** Regression Analysis

The regression analysis sheds light on the relationship between employee engagement and motivation (EEM) with some specific identifying critical predictors in organizational culture (OC), leadership effectiveness (LEE), work-life balance (WLB), recognition and rewards (RRR), and opportunities for growth and development (OGD). The model is good, i.e., $R^2 = 0.450$; which means 45% of the variation in EEM is collectively explained by the predictors. The adjusted $R^2$ being 0.425 further strengthens this model in terms of its robustness by considering its complexity, and the F-statistic (18.625, $p<0.001$) states the fact that the predictors have a significant relationship with EEM collectively.

Thus, from all independent variables, the Leadership Effectiveness (B = 0.266, p = 0.000, Beta = 0.273) becomes the strongest predictor, which shows the great importance of transformational leadership in motivating and engaging employees. Under quite effective leaders who are able to build trust, communicate so effectively, and are very supportive of the teams, such leaders can raise levels of engagement substantially. Recognition and Rewards (B = 0.261, p = 0.001, Beta = 0.272) complement the findings here as another core driver, for "working satisfaction and motivation" are influenced by recognition and material rewards, or in general, recognition of employee effort. There is also Work-Life Balance (B = 0.253, p = 0.006, Beta = 0.240), with a significant positive relationship with EEM, reinforcing the argument for flexible policies in allowing employees to juggle responsibilities.

In contrast, Opportunities for Growth and Development (B = 0.117, p = 0.164) and Organizational Culture (B = 0.085, p = 0.300) scores positively related with EEM but do not statistically impact it significantly. This suggests that growth opportunities trigger possible chances for a changed approach and attitude in dealing with an organization.

**Objective 1:** Examine the Influence of Organizational Culture on Engagement and Motivation of Employees
Part of this goal has been achieved, as correlation analysis gave a moderate positive relation (r=0.258; $p<.05$) between organizational culture (OC) and employee engagement and motivation (EEM). Further, the regression analysis did not establish a significant predictive effect of OC on EEM

(B=0.085, p=0.300). A constructive organizational culture nourishes an environment, although it has a lesser direct effect on engagement compared with leadership effectiveness and recognition systems. This denotes that culture serves as an enabler rather than a trigger to engagement. Therefore, cultural practices need to be aligned well with other engagement initiatives in the organizations to harness maximum benefits.

**Objective 2:** Measure the Contribution of Work-Life Balance to Employee Engagement and Motivation
This is achieved completely. The findings reveal that the correlation between work-life balance (WLB) and EEM is as high as significant (r = 0.499, $p<0.01$). Regression analysis also showed that work-life balance could significantly predict EEM (B = 0.253, p = 0.006, Beta = 0.240). Employees who balance their private lives with their work obligations get more engaged and motivated. Flexible policies, personal responsibility-coverages, and lower burnout work on WLB as a strong motivator towards engagement. It has also indicated an important investment in work-life balance initiatives to create a satisfied and motivated workforce.

**Objective 3:** Assess the influence of leadership effectiveness on employee engagement and motivation.
This was completely fulfilled. Leadership Effectiveness (LEE) has proven to be significantly correlated with Employee Engagement and Motivation (EEM) (r = 0.437, $p<0.01$) and generates strong regression results (B = 0.266, p = 0.000, Beta = 0.273). Transformational leaders-inspiring, trustworthy, and with clearly articulated vision-are crucial in enhancing employee motivation and engagement. The findings clearly underscore the need for leadership training and development programs to cultivate leaders who can drive engagement through trust and empowerment.

**Objective 4:** To Explore the Importance of Growth Opportunities in Fostering Motivation and Engagement among Employees
This objective has been partially met. Opportunities for growth and development (OGD) have a moderate positive

relationship (r = 0.411, *p*<0.01) with EEM, meaning that employees are convinced about their career growth potential. However, according to regression analysis, OGD is not a statistically significant predictor of EEM (B = 0.117, p = 0.164). This indicates that while growth opportunities motivate, their impact is less evident when compared to recognition and leadership. Growth initiatives would have a much bigger impact if made to synchronize with aspirations of individual employees.

## Objective
Evaluate the Combined Effect of Key Factors on Employee Engagement and Motivation
This specific objective has already been completely achieved. The regression model fully accounted for 45% of the variance (R² = 0.450) in EEM by the predictors namely; effectiveness of leadership, recognition and rewards, and work-life balance. These factors are all exogenous to engagement and motivation, whereas the culture and growth opportunities mentioned here play more support roles. The integration of these drivers into a unified strategy for engagement is essential to realizing optimum results from them. Maximize your employee's motivation and, as a result, their total satisfaction by focusing on leadership, recognition, and work-life balance.

## Discussion
This research has brought forth a number of very major critical factors that influence employee engagement and motivation with practical guidance for the leaders and practitioners in industry. Steps have been suggested in this section for understanding the impacts of research findings on organizations, and practical interventions that they could make to deal with significant and non-significant factors towards the improvement of employee motivation, engagement, and overall productivity. Recommendations are based on research findings and established works, hence giving the recommendations reasonable strength in application.

## Key Significant Factors and Their Implications for Industry
### Leadership Effectiveness
Leadership emerged as one of the key predictors in this study in terms of employee engagement and motivation, with one strong predictor in regression analysis (B = 0.266, *p*<0.000) and with moderate positive correlation with engagement (r = 0.437, *p*<0.01). Transformational leaders who inspire trust, effectively communicate, and convey vision create the environment for motivation and engagement among employees.
It also supports with Bass and Avolio's (1994) findings that transformational leadership increases the trust and motivation. Echoes Goleman (really 2000) [16] emphasizing the necessity of emotional intelligence among leaders who understand their teams' needs rather than demanding workplace behavior from them. Organizations should design their managerial learning programs, which would develop transformational leaders in emotional intelligence, communication skills, and team building.

### Practical Application
Investment in leadership training must be aligned with the specific organizational culture and strategic objectives of the industry. For instance, workshops on emotional intelligence along with coaching of leaders to hone their communication and decision-making skills will ensure leadership effectiveness as a core organizational strength. Furthermore, the conduct of regular 360-degree feedback sessions can help leaders understand their own gaps in approaches and align with employees' needs.

### Recognition and Rewards
Recognition and rewards systems are one of those drivers that engage people, as there is a serious correlation (r = 0.530, *p*<0.01) and regression implication for it (B = 0.261, p = 0.001). This finding strengthens the premise on which recognition works for maintenance of motivation and satisfaction at high levels. Employees valued and rewarded reported to exert more vigor and dedication towards their work, as established by Schaufeli and Bakker (2004) [38]. Recognition systems also significantly enhanced emotional and behavioral involvement by employees, based on the findings of Saks (2006) [37].

### Practical Application
Industry always needs to develop solid recognition systems that fall outside the monetary boundaries. A personalized recognition as such: public recognition in team meetings or personal thank you notes from senior leaders allows for the feeling to be appreciated more among employees. Moreover, organizations can opt to consider flexible incentive schemes whereby employees decide on the requisite incentive for themselves, for instance, time-off, professional development, or health. Finally, recognition programs and technology can enhance motivating gamified environments where employees earn points for specific achievements.

### Work-Life Balance
Work-life balance (WLB) stands out as a major concept concerning employee engagement in terms of relationships, which turned out to be significantly correlated (r = 0.499, *p*<0.01) and significant regression results (B = 0.253, p = 0.006). Employees with effective work-life balance are known to contribute among others toward commitment, reduced burnout, and increased motivation. Work-family policies that were mentioned by Kossek *et al*. (2011) [26] act as the sort of support an employee needs from family to identify the negative energy related to work, while Greenhaus and Allen (2011) [18] articulate that work-life balance is a major factor influencing psychological well-being.

### Practical Application
Offering flexible work arrangements such as telecommuting, flex-hours, and compressed workweeks is a good way for the organization to help employees with their responsibilities. Moreover, this proves the organizational commitment to employees' well-being when it also provides wellness programs such as mental health care and fitness initiatives. Reviewing workloads together with boundary setting to discourage overworking is another critical step in creating a balanced culture.

### Factors Which Were Not Significant and How to Improve Them: Organizational Culture
The correlation of Organizational culture with the dependent

variable showed a weak positive association ($r = 0.258$, $p<0.05$) and was not a significant predictor in the regression analysis ($B = 0.085$, $p = 0.300$). Organizational culture does not have any direct significance, but it usually lays a foundation for enabling the other engagement drivers of leadership and recognition systems. Hofstede, citing his own words in 2001 [21], said that a culture worthy of support is one that encourages inclusivity, shared values, and a sense of alignment on the part of employees with organizational goals, which indirectly contribute to employee engagement.

## Practical Applications

Targeted towards people at work, organizational culture should work on the drive to enhance workplace inclusion, open communications, and transparency. Organize culture audits at regular intervals by undertaking employee surveys-focusing particularly on areas of disconnection perception among employees. Leaders should model the behaviour-behavioural manifestation within the organizational value system such that it becomes a societal way of life as an instance for the company significantly-the recognition of cultural diversity through inclusion initiatives would further contribute to employee-identities.

## Opportunities for Growth and Development

Opportunity for growth and development showed a moderate association with EEM ($r = 0.411$, $p<0.01$), but it was not significant in the regression model ($B = 0.117$, $p = 0.164$). The above mentioned growth opportunities are important for employees, but for the most part, they do not cater to personal aspirations or the organization goals that further limit the gausian impact of growth opportunities. On the other hand, Spreitzer (1995) [40] opined that "meaningful learning opportunities were critical in psychological empowerment for the creation of motivation," while Johar *et al*. (2024) emphasized the importance of career advancement for sustained affective commitment.

## Practical Applications

Growth opportunities should be related to the career aspirations that employees have. Personalized development schemes, individualized mentoring, and skills training that is specific to one's duties would enhance the results. Further, making clear pathways for career progression and performance review would ensure regular discussions on employees' long-term goals and link up to the organization's objectives.

## Contributions to the Market and Industry

While exploring such issues, this paper would make a significant contribution to the market by developing a multidimensional picture of the variables influencing employee engagement and motivation. Identifying leadership effectiveness, recognition systems, and work-life balance as the strongest predictors gives managers in organizations the best insights into developing targeted engagement strategies. These findings indicate that such organizations focus on transformational leadership, individualized recognition, and flexible work policies to help industries become more productive and minimize turnover. The study also points to - improvements, culture organizations, for example, and growth opportunities- and gives a great road map as to how to make these variables

more effective. This practical application can easilyfind its justification among the works of such great names as Bass and Avolio, 1994; Saks, 2006; Schaufeli and Bakker, 2004; and Greenhausen and Allen, 2011[8, 37, 38, 18].

## Conclusion

Employee engagement and motivation play a crucial role in shaping an organization's success, influencing productivity, job satisfaction, and employee retention. This study has highlighted how key factors such as organizational culture, leadership effectiveness, work-life balance, and opportunities for growth and development impact employee engagement. The findings suggest that when organizations foster a positive work environment, recognize employee contributions, and provide meaningful career growth opportunities, employees are more likely to remain committed and motivated.

Leadership emerged as one of the strongest drivers of engagement, as transformational leaders inspire trust, offer guidance, and create a vision that employees are eager to follow. Work-life balance also plays a major role in reducing burnout and increasing overall job satisfaction, allowing employees to perform effectively without excessive stress. Furthermore, recognition and reward systems significantly boost engagement by making employees feel valued and appreciated.

However, this study also revealed that while organizational culture and career growth are essential enablers, they do not have a direct impact on engagement unless supported by leadership and work-life balance initiatives. This means that organizations need to align their culture with employee expectations and create policies that actively encourage work-life balance, professional development, and fair rewards.

To enhance employee engagement, organizations should focus on training leaders to be more empathetic and supportive, introducing flexible work policies, and offering structured career advancement opportunities. By doing so, they can cultivate a workforce that is not only productive but also deeply committed to the company's long-term vision. Future research could explore engagement strategies in different industries and analyze how emerging workplace trends, such as remote work and AI-driven HR practices, influence motivation and performance.

Ultimately, employee engagement is not just about increasing productivity—it is about fostering a work environment where employees feel valued, empowered, and inspired to contribute their best efforts. Organizations that prioritize engagement will benefit from a more loyal, motivated, and high-performing workforce, leading to long-term success and sustainability.

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