



International Journal of Management

Original Research

Employee Engagement and Organizational Commitment

¹Steven Mendoza, ²Robert Young, ³Mr. Justin Walton, ⁴Daniel Ruiz, ⁵Michael Raymond

¹Research Associate, Department of Corporate Governance, Pacific Coast University, Chile

²Research Associate, School of Retail Management, Balkan University of Technology, Serbia

³Adjunct Faculty, Department of Banking and Insurance, Arctic Circle University, Norway

⁴Professor, Department of Commerce, Central Eurasia University, Kazakhstan

⁵Senior Research Fellow, Department of Corporate Governance, Central Eurasia University, Kazakhstan

Received: 28 Feb 2020 / Accepted: 20 Apr 2020

Abstract

Employee engagement and organizational commitment are critical drivers of individual and organizational success within contemporary workplaces. Employee engagement reflects the emotional and psychological investment employees have in their roles and organizational objectives, characterized by vigor, dedication, and absorption. Organizational commitment describes employees' emotional attachment and loyalty, often conceptualized through Meyer and Allen's Three-Component Model: affective, continuance, and normative commitment. These constructs are closely linked, with engagement fostering higher levels of commitment, which in turn leads to numerous organizational benefits such as increased productivity, innovation, reduced absenteeism and turnover, improved customer satisfaction, and higher profitability. However, sustaining engagement and commitment involves navigating challenges like evolving work environments, economic uncertainty, generational differences, burnout, and leadership gaps. Effective measurement tools—including surveys, focus groups, and behavioral indicators—are essential for informed management. This article synthesizes research and practical insights to highlight leadership, recognition, job design, organizational culture, career development, and work-life balance as key drivers. It concludes by offering strategic best practices to enhance engagement and commitment, ultimately underpinning sustainable competitive advantage.

Keywords: Employee engagement | Organizational commitment | Workforce motivation | Leadership and culture | Employee retention

INTRODUCTION

Employee engagement and organizational commitment are cornerstone concepts in contemporary organizational behavior and human resource management. They directly influence employee performance, satisfaction, retention, and overall organizational effectiveness. Engagement refers to the emotional and psychological investment employees have in their work and workplace, while organizational commitment describes the emotional attachment and loyalty employees feel toward their organization. Together, these factors shape the workforce dynamics that enable companies to thrive in competitive and rapidly changing business landscapes.

Defining Employee Engagement and Organizational Commitment

Employee Engagement

Employee engagement is the degree to which employees are emotionally connected to their jobs and the organization's success. Engaged employees show enthusiasm, dedication, and a willingness to go beyond the minimum requirements to contribute meaningfully to organizational goals. Engagement is characterized by

vigor, dedication, and absorption in one's work, reflecting high motivation and job satisfaction.

Organizational Commitment

Organizational commitment is the psychological bond an employee feels toward their employer, influencing their decision to remain with the organization. The most widely accepted model is Meyer and Allen's Three-Component Model, which breaks commitment into:

- **Affective Commitment:** Emotional attachment and identification with organizational values and goals.
- **Continuance Commitment:** Recognition of the costs associated with leaving the organization, including financial and social consequences.
- **Normative Commitment:** Feeling obligated to stay due to moral or ethical reasons, such as loyalty or reciprocity.

Employees with strong affective commitment are motivated to stay because they want to, while those with continuance and normative commitments may stay because they feel they have to or should^{[1][2]}.

The Relationship Between Employee Engagement and Organizational Commitment

Research consistently shows a positive correlation between employee engagement and organizational commitment. Engaged employees tend to demonstrate higher levels of commitment, translating into lower turnover, increased productivity, and enhanced loyalty. Engagement acts as a driver for commitment by fostering emotional connections to the work and workplace environment.

Organizations that prioritize engagement often see a reinforcement of affective commitment, as employees develop genuine enthusiasm and pride in their work. In contrast, disengagement can weaken commitment and lead to costly workforce issues such as absenteeism and voluntary turnover^{[3][4]}.

Benefits of Employee Engagement and Organizational Commitment

The combined effect of employee engagement and organizational commitment results in significant organizational advantages:

- **Increased Productivity:** Engaged and committed employees exhibit sustained effort, focus, and resilience, improving overall performance.
- **Enhanced Employee Well-Being:** Emotional connection to work reduces stress and enhances job satisfaction.
- **Lower Absenteeism and Turnover:** Engaged employees are more likely to attend work regularly and remain with the organization long-term.
- **Improved Customer Satisfaction:** Engaged frontline employees deliver better service, fostering customer loyalty.
- **Greater Innovation:** Motivated employees contribute creatively to problem-solving and continuous improvement.
- **Higher Profitability:** Organizations with highly engaged workforces report up to 21% higher profitability compared to less engaged peers^{[5][6][7]}.

Table 1: Key Benefits of Employee Engagement and Organizational Commitment

Benefit	Description
Productivity	Sustained effort, attention to quality, and enhanced efficiency
Employee Well-Being	Reduced stress, increased job satisfaction, and improved mental health
Absenteeism & Turnover	Consistent attendance and reduced voluntary exits
Customer Satisfaction	Improved service quality and customer loyalty
Innovation	Higher rates of idea generation and problem-solving
Profitability	Increased revenues and reduced costs due to engaged workforce

Drivers of Employee Engagement and Commitment

Multiple organizational and individual factors influence engagement and commitment, including:

- **Leadership and Management Style:** Supportive and transparent leadership fosters trust and motivation.
- **Recognition and Reward Systems:** Regular acknowledgment of contributions boosts morale.
- **Job Design:** Meaningful work with autonomy and opportunities for growth enhances engagement.
- **Organizational Culture:** A positive, inclusive culture strengthens attachment and loyalty.
- **Career Development:** Access to learning and progression pathways increases commitment.
- **Work-Life Balance:** Flexible arrangements reduce burnout and improve satisfaction^{[8][9]}.

Challenges in Sustaining Engagement and Commitment

Despite their benefits, maintaining high employee engagement and commitment faces challenges such as:

- **Changing Work Environments:** Remote and hybrid work shift traditional engagement dynamics.
- **Economic Uncertainty:** Job security concerns can lower commitment.
- **Generational Differences:** Varied work expectations require tailored engagement approaches.
- **Burnout:** Overwork without adequate support diminishes motivation.
- **Leadership Gaps:** Poor communication or lack of employee voice undermines trust^{[8][9]}.

Measuring Employee Engagement and Organizational Commitment

Measurement practices include:

- **Surveys and Questionnaires:** Standardized tools like Gallup's Q12 assess engagement levels.
- **Pulse Surveys:** Frequent, short assessments capture timely feedback.
- **Focus Groups and Interviews:** Qualitative insights deepen understanding.
- **Turnover and Absenteeism Rates:** Indirect behavioral indicators linked to commitment.
- **Engagement Indexes:** Composite scores that integrate multiple engagement factors^{[10][11]}.

Strategic Implications and Best Practices

To effectively harness the power of employee engagement and organizational commitment, organizations should:

- **Invest in Leadership Development:** Equip managers to lead with empathy and clarity.
- **Create Transparent Communication Channels:** Promote openness and timely feedback.
- **Implement Recognition Programs:** Regularly celebrate achievements.
- **Foster Career Growth:** Provide training, mentoring, and advancement opportunities.
- **Support Work-Life Integration:** Offer flexible policies and wellness resources.
- **Continuously Monitor Engagement:** Use data-driven insights to adapt strategies.

VISUALIZATIONS

Figure 1: Employee Engagement and Organizational Commitment Relationship Model

Stage	Description
Engagement Drivers	Leadership, Culture, Job Design, Rewards
Employee Engagement	Emotional Connection, Enthusiasm, Dedication
Organizational Commitment	Affective, Continuance, Normative
Organizational Outcomes	Productivity, Retention, Innovation, Profit

Figure 2: Global Employee Engagement Statistics 2025

Engagement Level	Percentage of Employees
Actively Engaged	23%
Not Engaged	62%
Actively Disengaged	15%

(Source: Gallup, 2025)^{[1][19]}

CONCLUSION

Employee engagement and organizational commitment are critical drivers of individual and organizational success. By fostering emotional connections, loyalty, and enthusiasm, companies build resilient, productive, and innovative workforces capable of navigating complex business challenges. Despite evolving work trends and challenges, continuous investment in engagement and commitment strategies remains a vital priority for sustainable competitive advantage. Organizations that succeed in these areas realize superior business performance, enhanced employee well-being, and stronger stakeholder relationships.

REFERENCES

- Rameshkumar, M. "Employee Engagement as an Antecedent of Organizational Commitment – A Study on Indian Seafaring Officers." *ScienceDirect*, 2020.
- Agyemang, C.B., and O. Ofei. "Relationship Between Organizational Commitments and Employee Engagement." 2011.
- Meirna Milisani et al. "Employee Engagement Mediation: Employee Performance Through Employee Loyalty and Organizational Commitment." *Int. J. Science and Society*, vol. 6, no. 1, 2024.
- "The Benefits of Employee Engagement to Your Business, Culture, & People." *Quantum Workplace*, 2025.
- "Organizational Commitment | College Hive." 2024.
- "Stay Ahead: Essential Employee Engagement Trends for 2025." *LumApps*, 2025.
- Goyal, Komal, et al. "Employee Engagement Index: A Graph-Theoretic Matrix Approach." 2024.
- "20 Benefits of Employee Engagement | Achievers." 2025.
- "15 Employee Engagement Statistics You Need To Know In 2025." *People Managing People*, 2025.
- "20 Benefits of Employee Engagement and How to Make Them Happen." *Staffbase*, 2024.
- "Organizational Commitment | Overview & Theory - Lesson." *Study.com*.
- "12 Employee Engagement Statistics You Should Know for 2025." *Wellable*, 2025.