

# The impact of Employee Engagement on Employee Commitment- A Case Study on a Logistic company in Oman

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## ABSTRACT

The major aim of the research is to find out the impact of employee engagement on employee commitment in a Logistics and Service Provider company in the Sultanate. The purpose of this research is to understand and analyze the current employee engagement initiatives in the organization and the impact of those initiatives on employee commitment and motivation. The study also aims to uncover the challenges faced by the managements in successfully implementing the employee engagement programs, and to analyze best global practices so as to provide recommendations that will help in improving employee engagement and commitment.

Employee engagement is a concept associated with human resource management which is the emotional commitment of employees to the organization and its goals, and it is the enthusiasm that employees have for their work. With the intensifying competition and ever increasing demand for greater speed and efficiency at affordable cost, the work environment requires a greater focus on employees and their commitment to the organizational goals. Therefore, engagement and commitment of employees has become very important for all organizations because this helps in developing employee performance, increasing productivity, and a sense of belonging. Currently, limited research work has been carried out in Oman in the field of employee engagement in logistics and supply chain management. This research aims to bridge this gap and make recommendations regarding actionable plans for employee engagement so that employees accomplish their work with passion. The recommendations are also expected to positively engage the employees in the organizations who fall short of commitment, lack creativity, passion and enthusiasm during work, which affects the level of their performance. The research shall use mixed methodology using survey and personal interviews with key informants. Sampling strategy shall be convenience sampling and exploratory style shall be adopted. The research shall also refer to similar research work carried out in other GCC countries with similar demographic and socio-cultural features.'

Key findings: The employee engagement initiatives adopted in the company have helped the organization to achieve the desired impact which is reflected in the high customer satisfaction levels and employee commitment to the goals. Some recommendations have been made to deepen employee engagement on the basis of the survey and personal interviews. The research also uncovered the fact that employee engagement initiatives need not always be monetary in nature.

## **Introduction**

### Background of the Study

Employee engagement is defined as a concept of human resource management, which in turn describes the emotional commitment that employees feel towards their work and the organization. Employee engagement is the enthusiasm and energy that employees feel towards the organization, as they are always passionate about work and care a lot about performing their work to the fullest. Employee engagement is very important because it has an effective role in

raising the performance of the organization, increasing productivity, reducing the turnover rate in the organization, forming work relationships, strengthening the relationship between managers and employees and others (Nayak&Saranghi, 2016).

Employee commitment is the emotional bond between employees and the organization, and it is the loyalty that employees have to the organization. Employee engagement and commitment are two important concepts that organizations must invest time and effort in. Employees' engagement pushes them to commit. While the opposite is not possible because commitment cannot be achieved without engagement, because employee engagement is the main factor of employee commitment.

In addition, both employee engagement and employee commitment are linked to each other, as the more engaged employees are, the greater their commitment potential.

The research topic focuses on the impact of employee engagement on employee commitment in Logistic company in Oman, as it is necessary to know the importance of employee engagement in organizations and make sure that employees are connected because this has a significant impact on the organization.

### *Statement of Research Problem*

The human factor is the most important factor found in all organizations, because employees are the basis for achieving success in organizations, without them, organizations would not be able to succeed. Therefore, organizations must recognize their importance, take care of them, provide their needs and appreciate them to be more productive. The problem of research lies in the presence of non-engaged and non-committed employees in the organization, due to the lack of motivation from the organization, the lack of staff support.

### *Aims and Objectives of the Study*

#### Aims:

This research will help to find out the impact of employee engagement on employee commitment- A case study on Logistic company in Oman.

#### Research objectives:

- 1- To understand and analyze the current employee engagement initiatives in an organization.
- 2- To analyze the impact of employee engagement on employee commitment and motivation.
- 3- To evaluate the challenges faced by management in successfully implementing the employee engagement programs.
- 4- To examine best global practices and provide recommendations that will help in improving employee engagement and commitment.

#### Research questions:

- 1- What are the current employee engagement initiatives in an organization?
- 2- What is the impact of employee engagement on employee commitment and motivation?
- 3- What are the challenges faced by management in successfully implementing the employee engagement programs?
- 4- What are the best global practices and recommendations that will help in improving employee engagement and commitment?

#### Scope of the study:

The aim of this research is to find out the impact of employee engagement on the commitment on Logistic company in Oman.

This study is limited to Logistic company in Oman, and this study is based on the employees working in Logistic company in Oman, as the questionnaire will be distributed online to the employees who working in the company.

The timeframe for this study will take approximately 14 weeks to complete, as after the questionnaire is resolved by the company's employees, data related to the responses will be collected and analyzed.

#### Significance of the study:

In this research, the focus will be on the impact of employee engagement on employee commitment. The significance of this research lies in the fact that it will show the importance of engaging employees in organizations, as organizations must ensure that their employees are kept engaged because they are the main factor in building and succeeding the organization. This research will also help organizations by leveraging ways to keep employees engaged and committed to the organization. The importance of this research for the researcher lies in the acquisition of knowledge on the topic of employee engagement and commitment, and this research is a catalyst for acquiring new information and ideas, and improving research skills by reading a lot of articles that will enhance the research skill and gain information.

## **Literature Review**

### **Introduction**

A literature review is a complete summary of previous research on a topic, a literature review reviews a range of books, journal articles, and other sources related to research on a particular topic. Literature review involves reading, describing, summarizing, evaluating and clarifying the topic.

### **Evolution of Employee Engagement and its Definition**

#### *Evolution of Employee Engagement*

Although Gallups' studies on the subject of employee engagement began as early as 1985, the term employee engagement was first defined in 1990 by Kahn, W.A., as the definitions and terms he introduced were related to the subject of personal engagement as well as lack of personality. The idea of employee engagement originated through the theory of academic management. The article written by Kahn also focused on disengagement and engagement, as his idea was that each member of the team has an identity that he wants to show by performing the work. Although the term employee engagement is from Kahn's business, it is not actually coined by this specific name, which may be why the exact definition of employee engagement is still not fully fixed and unclear (Boccoli et al., 2022).

#### *Definition of Employee Engagement:*

Employee engagement refers to things that are positively effective and related to the completion and implementation of work that contain aspects of assimilation, activity and dedication, as the feeling of employee engagement is an emotional, cognitive and behavioral state of the employee that is directed towards achieving the goals of the organization. Employee engagement is that the employee is committed, positive, and loyal to the organization. Some researchers also consider the issue of employee engagement as one of the basic terms in the field of human resource development, because employee engagement contributes to improving the quality of work, the presence of committed employees and accomplishing work. The topic of employee engagement has been widely discussed in several areas such as organizational development, industrial psychology and management (Satata, 2021).

### **Drivers of Employee Engagement**

### *Support & Empowerment*

Employee support is one of the most important motives that contribute to employee engagement. When an organization supports its employees, employees feel interested, supported and motivated by employees, which in turn motivates and motivates them to work. The idea of empowerment is to give employees several tasks and responsibilities to accomplish, and the organization's confidence in employees that they are capable of achievement. Empowerment also gives employees the power and allows them to make decisions to achieve goals, trusting them and supporting them. Engagement and empowerment are linked, as participation improves work performance, increases productivity, reduces employee turnover, and empowerment contributes to motivating and supporting employees. Supporting and motivating employees while doing work contributes to increasing their level of participation, performance and confidence in their abilities, because support gives a positive character to employees and strengthens the relationship between employees and managers. In addition, empowerment contributes significantly to increasing employee engagement because employees are aware that the organization is confident that they are capable of achievement, which increases their enthusiasm and passion for work.

### *Reward & Recognition*

Osborne and Hammoud, (2017) explained that reward and recognition are one of the most important incentives that contribute to increasing employee engagement. Based on the responses of some leaders of communications, rewards, submissions and records, managers should implement incentives to engage employees in organizations. According to Brick (2012), recognition is very important for organizations in terms of culture and operation, because recognition affects employee engagement. Rewards and appreciation are also one of the most important motives that significantly and directly affect employee participation and commitment, because employees want to be rewarded and appreciated as a result of their completion of work and that rewards are very required because they affect employee engagement and performance and that rewards are very required to achieve success and progress.

### *Growth & Development*

Growth leads employees to be engaged, as growth lies in learning new things, acquiring skills and experience, and growth comes from acquiring skills and opportunities to grow and prosper. Giving employees an opportunity to grow and develop at work contributes to making employees want to continue in the organization and gives employees full confidence that they are capable of achievement, which contributes to increasing their level of enthusiasm and engagement. Organizations can increase the engagement of their employees by focusing on the development of the skills and capabilities of employees, because giving opportunities to employees to increase their experience leads to employee participation because growth and development are the main drivers for increasing employee participation. The more the organization is interested in employees in terms of construction and development, the more employees will be involved in the organization.

### **Employee Commitment**

Andrew (2017) defines employee commitment as the loyalty and satisfaction that employees have for the organization in which they work, a feeling that makes employees want to continue working and achieve the goals of the organization. Employee commitment is a phenomenon that has been the focus of great attention and has been occupying the attention of the public and science, for reasons that the commitment of employees has a significant impact on the turnover rate of employees, their level of performance and absenteeism from work. Some authors also suggest that the competitive advantage of organizations and outstanding performance is based on the commitment of employees in the organization. It is very important for every organization to have a high level of employee commitment so that the

organization has an outstanding level of performance and better productivity. Employee engagement can be increased by engaging them, motivating them to have a positive relationship between employees and managers. Also, when the level of commitment is high, the turnover rate decreases, which contributes to a decrease in the rate of absenteeism and high performance of employees. In addition, the commitment of employees helps to increase their performance significantly, because employees feel connected and connected to the organization, which contributes to increasing productivity and performance, as committed employees add great value to the organization in which they work, including quality of work, production, development and others.

## Employee Engagement and Commitment- Linkage

### *Quality Output*

Satata (2012) states that Engaged and committed employees are more productive and efficient, because they are more motivated and focused than non-engaged and non-committed employees. The presence of engaging employees contributes to the employees being distinguished and performing their work to the fullest, which leads to the quality of their work being excellent compared to others. Organizations should invest their employees in making them engaged and committed because the participation and commitment of employees has a key role in making the quality of work high, increasing performance and productivity. When employees are engaged, they exert their efforts to get the work done, resulting in productive and high-quality employees.

### *Job Satisfaction*

Job satisfaction is the level of satisfaction and positive feeling that employees feel towards their organized jobs. Employee engagement and commitment has a strong impact on employee satisfaction, as management should not lose sight of the impact of participation and commitment on job satisfaction. When the level of engagement and commitment is low, it will negatively affect the organization and satisfaction, while high engagement and commitment will have a positive impact on the organization. Organizations that have high levels of employee commitment have higher levels of job satisfaction, meaning that the higher the level of commitment, the higher the level of employee satisfaction (Jones, 2018).

## Challenges in Employee Engagement

According to Mallari (2019), In today's globalized world, employee engagement is an ethical issue and an exciting topic for any organization. Employee engagement have a greater potential to contribute to increasing the productivity of the organization, maintaining a high level of commitment, and employee participation is an effective and useful measure to determine the health of the organization in terms of production, invention, dedication, satisfaction and effectiveness. On the other hand, managers of organizations find it difficult to know what employee engagement is and the values that drive it because there are different opinions and perspectives on the subject of employee engagement. It has been found that organizations face difficulties in identifying situations in which employees are inspired and motivated to engage and participate in the work and organization. Moreover, employers are unable to know the factors that cause employee disengagement. According to the results of this study, the most important problem related to employee engagement is regular employee education when it comes to the impact of the organization's culture. Employee engagement programs also face many challenges including negative and inappropriate managerial attitudes towards employee engagement, high operational costs, labor shortages, and the cultural and social environment.

## Best Practices in Employee Engagement & Recommendations

There are many practices that contribute to employee participation, including: understanding and clarifying the goals of the organization, knowing the goals allows employees to understand, focus and study these goals, as knowing the goals allows employees to know the ways to achieve these goals and ways to achieve success in the organization. One of the ways employees get excited about going to work is by giving employees meaningful work and tasks to accomplish, so employees feel motivated and give them a reason to go to work.

Manna and Harter (2016) noted that there are many recommendations that may help organizations improve and develop employee engagement, first, the use of management authority and capabilities in benefiting from employee engagement strategies in the organization, by recognizing employee engagement as a priority of work strategies, as well as applying the use of employee engagement strategies as this will contribute to improving the effectiveness of employee participation, improving profitability, increasing employee performance and others. Paying attention to employee engagement strategies contributes to raising employee morale, increasing employee engagement, and developing their skills. Second, studying and knowing the methods that contribute to motivating employees to work, by taking their opinions regarding work and the organization, as taking the opinions of employees in turn contributes significantly to motivating employees because employees will feel that the organization cares about them and their needs, and surveying employees' opinions about what motivates them contributes very significantly to knowing and drawing appropriate strategies for employees (Osborne, 2017).

## Methods

To collect data in this study, the primary sources was used, which is the survey and interview. Secondary sources, which are journal articles and websites.

In this research, a mixed approach was used, both qualitative and quantitative data, as the qualitative data include interview and secondary data. Also, used quantitative data, which includes survey.

There are several types of research design. In this research, the design used is descriptive research, which focuses on the methods that are used in collecting, analysing, presenting data, and this design will allow me, as a researcher, to provide a complete view of the research as it helps to know the effect of employee engagement on employee commitment, as the descriptive research design is important to know the method of conducting the research.

In this research, the researcher used the convenience sampling technique, which is the non-probability sampling method, and this is done by choosing the units to include in the sample, because it is an easy-to-reach method for researchers, and this is due to geographical proximity, this technique includes choosing people who are easy for the researcher to reach and communicate with instead of selecting people randomly.

## Expected Outcomes and Results

The impact of employee engagement on employee commitment has been studied by several writers and experts. Through studies, the results were reached that indicate that the more motivated the employees in the organization, the more positive the results and the greater the commitment and interaction of the employees. Employee engagement is a reflection of work performance and achievement of goals and achievement, meaning that the more engaged employees are, the more they perform and commit to the organization and the better the operational results (Boccoli et al., 2022). Through the analysis of data, several results were reached on employee engagement, employees have been engaged as harnessing employees and the organization group to perform their work roles in engagement.

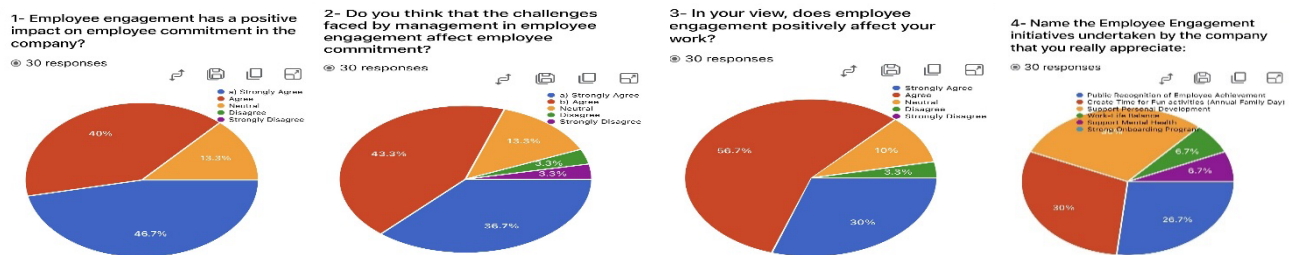
**Figure 1.** **Figure 2.** **Figure 3.** **Figure 4.**

Figure 1: The chart shows the results of responded about employee engagement has a positive impact on employee commitment in the company, as it shows 46.7% strongly agree, 40% agree, and 13.3% neutral, and no one responded strongly disagree and disagree, which indicates that the highest percentage is employee who strongly agree.

Figure 2: The chart shows that the responded about if the challenges faced by management in employee engagement affect employee commitment, the percentage of employee who strongly agree reached 36.7%, the percentage of employee who agree reached 43.3% which is the highest percentage, while the percentage of employee who neutral reached 13.3%, the percentage of disagree 3.3%, and 3.3% strongly disagree.

Figure 3: The chart shows the results of the employees view about if employee engagement positively affects their work, as 30% answered strongly agree, 56.7% answered agree which is the highest percentage, while 10% answered neutral, 3.3% answered disagree, and no one answered strongly disagree.

Figure 4: The chart shows the name of the employee engagement initiatives undertaken by the company that



the employee really appreciates, as it shows 26.7% answered Public Recognition of Employee Achievement, 30% answered Create Time for Fun activities (Annual Family Day), where 30% answered Support Personal Development, 6.7% answered Work-Life Balance, while 6.7% answered Support Mental Health, and no one answered Strong Onboarding Program, as the Create Time for Fun activities (Annual Family Day) and Support Personal Development are the highest percentage.

**Discussion**

Real managers and leaders greatly influence employee engagement in order to achieve success and profits for their organization. The results of the research indicated that the existence of a bond between managers and employees is very important and essential to engage employees, which in turn leads to their commitment to the organization and increase their performance and productivity. Organizations should pay attention to employee engagement and commitment, because employee engagement, in turn, greatly serves the organization and employees by increasing their enthusiasm, increasing their motivation (Osbrbe & Hammoud, 2017).

**Conclusion**

Through the results reached, it has been shown that the employee engagement has a significant impact on their commitment and the organization, as when employees are engaged and committed this contributes to raising employee performance, increasing productivity, interaction and completion of work because when employees are interactive, it makes them positive and motivated to work, which leads to the performance of work with efficiency and enthusiasm. This is in line with the literature review that indicates that employee engagement has an impact on their commitment, the more employees are engaged, the more committed they are, the better their quality performance and better productivity.

## Limitations

The limitations of the study are the problems faced by the researcher while carrying out the research. As the limitations faced by the researcher in this research are pressures due to lack of time because there are other researches carried out by the researcher at the same time, but this is overcome by setting a schedule to finish everything on time. In addition to limited access to the information in journal articles, because the topic of employee engagement has not been studied deeply or closely, so the existing literature and articles are somewhat few and not comprehensive, and this requires a lot of research.

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