

# Enhancing Employee Engagement among Engineering Professionals: The Mediating Role of Effective Organizational Leadership Management

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## ABSTRACT

This paper substantiates the advantageous impact of strategic leadership management in raising employee engagement levels. Appropriate leadership style(s) support employees' attachment to organizations and contractual duties. It instills more motivation, retention, satisfaction and better performance, leading to a more agile, competitive and profitable business organization. Conversely, demotivation, dissatisfaction, employee turnovers, absenteeism, and accidents are imminent when employees are disengaged. Practicing engineering professionals are among the kind of employees that benefit significantly when employers or leaders integrate certain employee management initiatives to boost personnel morale, for example, work-life balance, good health, safety and environment. This paper incorporates a secondary qualitative methodology to evaluate the correlation between leadership management and employee engagement for professionals in the engineering family. The study has employed interpretive and inductive research philosophy and approach to bolster credibility. Here, leadership management, through thematic analysis, proves the essentiality of implementing motivational engagement strategies for engineering employees. Further, improved employee well-being and wellness campaigns instituted by leaders and managers boost engagement as concluded herein. Recommendations as to how leaders can enhance employee engagement and welfare are provided. The paper's primary recommendations advise leaders to concentrate on setting up regular feedback-gathering measures to learn about employees' challenges and perspectives in the organization. This could support leadership effectiveness, the identification and rectification of impediments affecting employee engagement, and

improved cohesion between organizations and their engineering workforce.

**Keywords:** leadership management, employee engagement, engineering professionals, motivation, well-being

## I. INTRODUCTION

Effective leadership is essential for business success as it aids organizations in accomplishing their objectives and staying afloat in fiercely competitive markets. Companies need to implement a team-driven functional structure to achieve their business intents because effective leadership management is the cornerstone of organizational advancement (Beauchamp et al., 2021). As per ISO 55000: Overview, Principles and Terminology of Asset Management, an asset includes any "item, thing, or entity that has actual or potential value to an organization." Employees technically count as assets. Gallup Incorporation (2024) refers to employee engagement as the level of involvement and enthusiasm employees have for their jobs and the workplace. Therefore, the primary duty of leaders is to instigate collaboration among these employees to accomplish set organizational objectives. Managerial leaders are also responsible for promoting employee well-being and engagement (Yan et al., 2023). Employee engagement including leadership style, motivation and job satisfaction are among the variables that can impact employee performance (Susanto, Syailendra and Suryawan, 2023). Gallup (2024) further states that highly engaged teams outperform the rest in terms of business outcomes that are essential for the success of the organization, with 23% of teams currently engaged globally. Consequently, organizations must address the concept of employee engagement as driven by effective leadership management. According to Rehman and Iqbal (2020), democratic or

transformational leaders can empathize with their employees' needs and difficulties. These styles of leadership are best suited for engineering professionals – engineers, technologists, technicians, and crafts persons - as they generally place value(s) on employees. Technical teams and professional engineers frequently have to fulfil contractual requirements in unpleasant, sometimes even hostile work environments. Engineers working in offices may also experience stressful situations, for example, design and drafting engineers, engineers in vendor management and contracting, research and development (R&D), engineering procurement and construction (EPC) and other large-scale projects, technical reporting, control rooms, etc. It may be necessary for engineers to work extra hours than what is outlined within their contracts to meet organizational goals. Some challenges that employed engineers face can be intensified due to increased workloads, emergency meetings that require abrupt attention, malfunctioning equipment, downtimes emanating from production interruptions necessitating remedy, having to manage and team up with vendors on requisitions, etc. Improved working conditions can be greatly influenced by managers and leaders through promoting wellness programs, protecting employees' health, safety and environment, career development(s), enforcing fair workplace policies, open communication, participation, and reward offers. Thus, engineering professionals will be more engaged, motivated, and able to handle occupational stressors in their lines of service. Contrariwise, a toxic workplace environment characterized by bullying, lying, harassment and ostracism (Rasool et al., 2021), is counterproductive to engineering teams and can result in burnouts, turnovers, and disengagements, which are harmful to organizational growth. It further impedes the drive for innovation and performance and affects other constructs like organizational citizenship behavior (OCB) and employee commitment. Based on the above discussion, four generated research questions (RQ) and research objectives (RO) steer the thematic analysis:

**RQ1:** What is the significance of leadership management in contemporary organizations?

**RQ2:** How does leadership management aid the improvement of employee engagement for engineering professionals?

**RQ3:** What factors affect employee engagement programs performed by organizational leaders?

**RQ4:** What are the recommended strategies for further improvement of employee engagement among engineering professionals through leadership management?

**RO1:** To discuss the significance of leadership management in contemporary organizations;

**RO2:** To discuss the influence of leadership management on improving employee engagement for engineering professionals;

**RO3:** To identify the factors affecting employee engagement programs performed by leaders; and

**RO4:** To recommend strategies for further improvement of employee engagement among engineering professionals through leadership management.

The review of the literature is presented in Section 2. Methodology of the research is outlined in Section 3. Demonstration of the critical evaluation of secondary data constitutes Section 4, while Section 5 states the overall conclusion, link to objectives, areas for future research, recommendations and limitations of the research.

## II. LITERATURE REVIEW

### 2.1 Leadership Management: Overview

A leader manages and guides a group toward the accomplishment of short and long-term objectives. One sign of effective leadership is a motivated workforce. Productivity and organizational performance rise as a result, eventually enabling business accomplishments. These may be relevant in commerce, politics, industry, socio-economy, community service, and religion, among others. Amah (2018) states that leadership cultivates an environment that supports well-developed employee relationships and performance. Employees find work more meaningful, feel a part of the company culture, and work more effectively when their leaders and managers are motivating and dependable, as stated by Gallup (2024). In a 2023 Gallup poll, employees worldwide placed their confidence in their organization's leadership at 23%. Gallup further reports that employees who agree strongly that their company's leadership is trusted are 4.0 times more likely to be engaged at their work and 58% less inclined to be actively looking for jobs elsewhere. This also holds for engineering teams. A positive work environment is fostered by effective leadership management, which provides a foundation for organizational growth and development through teamwork, employee involvement, and wellness programs. This is

corroborated by Parvin (2019), who pointed out that one crucial role of leadership management is to foster a positive work environment among personnel. The main factors that determine dynamic leadership management are the competencies and personal qualities of leaders. The capacity to handle transparency would enable a leader to motivate employees and update them on organizational developments (Bushuyeva, Bushuiev & Bushuieva, 2019). The positive effects that people obtain from leaders are significantly influenced by the leadership concepts that they employ (Reid, 2023). Two value-based leadership philosophies—translational and servant—are suggested for engineering staff members since they are beneficial and, thus, bring rewards to the company via motivated and engaged employees. **Transformational leadership** introduced by Bass in 1985 outlined the ways leaders can utilize this technique to motivate followers. As per Groselj et al. (2021), transformational leadership is strategy leaders utilize to inspire subordinates to align with the goals and objectives of the organization to achieve performance that surpasses expectations. Zuraik and Kelly (2019) have observed that transformational leaders can positively impact organizational innovation. Organizational learning and knowledge sharing are impacted positively by transformational leadership, according to a recent study. Employee innovation is significantly influenced by these same factors (Khan and Khan, 2019). **Servant leadership** is a value-based style, known to be distinct from others in its category (Hoch, Bommer, Dulebohn, & Wu, 2018), and has the motive of serving the employees to the attainment of their highest potential. Employees are valued and allowed to reach their full potential under a servant leadership approach; allowing employees voice to crucial organizational issues with the essence of developing them (Amah and Sese, 2018). These types of leadership are best suited for use in engineering businesses since they can boost innovation and profitability by raising employee engagement, motivation, adaptability, resilience and performance improvement(s), among other factors.

#### 2.1.1 Factors Affecting Leadership Management

##### Internal factors of leadership

The various organizational components that affect a leader's performance and style of leadership are primarily indicated by factors of internal leadership. Communication, allocation of resources, organizational culture, values and team dynamics within the company are the primary

internal factors that influence leadership (Ellis, 2023).

##### External factors of leadership

External factors are just as important as internal factors in determining how well a company manages its leadership and management practices. These outside influences usually exert an indirect influence over the effectiveness and judgment of the leaders. According to Ellis (2023), the business market's economic environment, industrial trends, competitive marketplaces, technological advancements, and cultural factors are the primary external factors that impact leadership management.

#### 2.1.2 Challenges in Managing Leadership Performance

Individuals with inappropriate personality traits are the primary cause of issues with leadership and management (Mansaray, 2019). The tenets of The Great Man or Personality Trait Leadership Theory is that an effective leader must possess particular competencies that direct them in overseeing their workforce (Contreras, Baykal & Abid, 2020). However, leaders frequently lose their ability to manage employees because of improper attributes. In addition, leadership management is hampered by leaders' negligent attitudes (Zeike et al., 2019). Members of the team perform worse when their leaders are impatient and inattentive, as they often lose the ability to take ownership of the team. Based on a Zuckerman (2020) survey, businesses' biggest problems with managing leadership performance are low involvement, costly leadership management programs, inadequate communication, and sparing use of leadership competency framework(s).

#### 2.1.3 Associated Leadership Management Theories

Various theoretical frameworks have been developed to examine the significance of leadership and management in business. The "great man" theory is a well-known leadership theory that essentially supports the idea that leaders are born. Including training for employees may seldom make them good leaders. Many theories, including behavioral, situational, trait, and transformational leadership theories, have developed in response to criticism of this theory (Moldoveanu & Narayandas, 2019). Of these, one of the most current theories is the idea of transformational theory, which was discussed in Section 2.1. Applications of this theory's concepts can be found in most organizations. According to Kim (2021),

four main approaches make up the theory of transformational leadership: idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation. Change management theory is essentially implemented by leaders with the assistance of transformational leadership theory, which facilitates open channels of communication with employees.

## **2.2 Employee Engagement among Engineering Personnel**

Positive employee engagement is correlated with job satisfaction, according to Sun and Bunchapattanasakda (2019). Professionals are better able to perform because they feel more connected to their work role and are more engaged as employees. Kwon and Kim (2020) have identified employee engagement as a crucial factor that has a beneficial impact on employee morale. As per Lee, Rocco, and Shuck (2020), companies primarily concentrate on providing skills development or career enhancement programs, as well as effective communication, rewards, and recognition for their employees, to enhance employee engagement. Longer shifts than planned are a common occurrence for engineers and their technical teams, which negatively impacts their efficiency (Riyanto, Endri & Herlisha, 2021). Notably, there is a distinction between a boss and a leader. A group's leader sets forth examples. For instance, under the guidance of an effective leader, like line managers or maintenance team leads, every member of the maintenance staff will have a voice. Positive psychology combined with regular job-related education will help trainee engineers become more competent and confident in themselves. These effective leadership initiatives result in a rise in employee engagement for employed engineers. Most engaged employees are considerably productive and perform better, according to numerous studies. Of course, engineers are affected by this! Organizations that prioritize occupational health, safety and the environment of their workforce by adhering to ISO 45001 and 45003 standards enhance employee engagement even more.

The preceding reviews accentuate the contribution of previous scholars in investigating the importance of leadership management in the present-day context of organizations. For engineers in professional practice, in particular, the main gap suggests a lack of essential knowledge regarding the different factors influencing leadership management. In the same vein, the majority of previous works have mostly ignored engineering professionals in favor of global organizational

scenarios. Hence, the study here encapsulates detailed qualitative analysis to support grounded publications on selected themes used in the research.

## **III. METHODOLOGY OF RESEARCH**

### **3.1 Research Philosophy**

Research philosophy helps researchers in presenting a detailed understanding of the research subject (Pramodini, 2022). Here, an interpretive research philosophy is employed as it is based on subjectivism and experience obtainable in organizational circles. This has aided the research in critically evaluating the relevance of effective leadership in the management of employee engagement among engineering professionals. This paradigm and other research methodologies in the subsections that follow serve as the foundation for the thematic analysis' process.

### **3.2 Research Approach**

The researcher utilized the inductive research approach amongst the two main approach types – inductive and deductive. The inductive approach chosen has the advantage of conducting a detailed qualitative analysis. It aids the researcher in developing relevant theories for existing business and managerial problems. This method of conducting research aids the researcher in connecting the ideas of various theories to the research concern (Allen, Rivkin & Trimble, 2022) of employee engagement or leadership.

### **3.3 Research Design**

This constitutes the overall research framework to collect and/or analyze data. The descriptive research design is utilized in this paper. A fundamental reason for this is that it supports the researcher in addressing the various aspects of the research subject – effective leadership, employee engagement and engineering professionals. A disadvantage of this type of design is the absence of experimental or scientific techniques.

### **3.4 Research Method**

The particular procedures for data collection and its analysis represent the research method (Lê & Schmid, 2022). The method applied in this paper is secondary qualitative research. It involved the collection of data from published journals, standards and other relevant literature.



### 3.5 Data Collection

Data-search strategies were utilized to draw relevant information from secondary sources to support the validity of this study. Boolean table

and the inclusion-exclusion criteria presented in Tables 1 and 2 are utilized. The two criteria employed have assisted with reliable and topic-significant secondary sources.

**Table 1: Boolean operators**

S/No.	Keywords	And/or	Keywords	And/or	Keywords
1.	Leadership management	And	Employee engagement	And	Employee performance
2.	Organizational performance	Or	Leadership role	Or	Job satisfaction
3.	Leadership management style	And	Employee motivation	Or	Employee retention

Source: Prepared by author (2024)

**Table 2: Inclusion and exclusion criteria**

S/No.	Inclusion Criteria	Exclusion Criteria
1.	Articles published after 2018	Articles published before 2018
2.	Availability of full-text article	Availability of only paid versions of the articles
3.	Available in English	Published in local or regional languages
4.	Articles containing information	topic-relevant

Source: Prepared by author (2024)

### 3.6 Data Analysis Process

The thematic analysis technique is used in this research to support the analysis of secondary qualitative data collected. Formation of this technique followed six consecutive steps, which included the acquisition of up-to-date information, code identification, initial theme development, theme review, theme finalization, and report preparation. The advantage of this process is the identification of concomitant patterns or themes connected to the research subject.

To analyses this method, a thematic analysis is used. Journals were sourced from Google Scholar and ProQuest. Through the findings of these published works, main codes and themes have been developed. Justifiably answering the research questions as aided by the developed themes is the essential aim of this section.

In modern organizations, leadership management and employee engagement are two crucial facets. This analysis emphasizes how important leadership management is in controlling engineering professional's motivation, engagement, environment and well-being. Only articles released within six years are included in an attempt to present a recent qualitative study. Thematic analysis is conducted based on findings from secondary literature. The impact of effective leadership management as a driver of these theme elements is displayed in Figure 1. In proceeding with this thematic analysis, the development of themes and coding are put in place and presented in Table 1.3. It will be feasible to then draw the conclusion that the research questions have been successfully addressed by the themes examined.

### 3.7 Ethical Consideration

The analysis presented here is based on collected specifics from secondary publications. In addition, the research is free of issues of bias or copyrights. Further, the use of appropriate citation and referencing has been allocated to earlier researchers to maintain their credit. At large, there is no sort of breach or harm throughout this research undertaken.

## IV. CRITICAL DATA EVALUATION

### 4.1 Themes and Coding

As earlier revealed, the investigation adopted the secondary qualitative research method.



**Figure 1:** Theme features as driven by leadership management.

Source: Prepared by author (2024)

**Table 3:** Coding and themes

S/No.	Authors	Codes	Themes
1.	Gallup (2023b) Luo & Chea (2018) Paais and Pattiruhu (2020); Ratanjee (2021); Saputra (2021) Wang et al. (2020)	Leadership skills and competencies, motivation, employee performance, job satisfaction	Leadership management is essential in raising employee motivation
2.	Arifin, Nirwanto and Manan (2019). Goestjahjanti et al. (2020); Han, Sung and Suh (2021);	Leadership management, leadership responsibilities, engineering professionals, leadership skills, leadership performance	Leadership management aids in enhancing employee engagement for engineering professionals
3.	Li et al. (2021); Maximo, Stander and Coxen (2019); Rasool et al. (2021) Sarwar et al. (2020).	Workplace environment, employee regulations, employee management program, leaders actions	Workplace environment and regulations affect the employee engagement program implemented by leaders
4.	Hauff, Felfe and Klug (2020); ISO 45001, 45002, and 45003 OH&SMS OSHA Act and Standard. Rasool et al. (2021) Salas-Vallina, Alegre and López-Cabrales (2021); Witters and Agrawal (2022);	Employee health, well-being, employee wellness, medical advantages, employee engagement	Providing medical benefits and managing employee well-being could help enhance employee engagement

Source: Prepared by author (2024)

#### 4.2 Thematic Analysis

##### 4.2.1 Theme 1: Leadership Management is Essential in Raising Employee Motivation

This first developed theme demonstrates that enhanced employee motivation is a major function of leadership management. Professionals in organizations usually deal with a variety of stressful circumstances or work in unfavorable conditions, according to Saputra (2021). Frequently, engineers are required to work longer shifts than they should, which negatively impacts their overall performance and satisfaction. The difficulties that working engineers encounter have an impact on their general satisfaction and well-being. According to Royce (2023), a leader needs to have specific abilities or strengths that can help inspire others - self-assurance, independence, drive, organization and synchronization. Effective leaders always possess essential traits and skills that enable them to guide a team, according to Paais and Pattiruhu (2020). Luo and Chea (2018) and Wang et al. (2020) discuss how Vroom's expectancy theory addresses motivation and offers the benefit of providing a framework for understanding motivational dynamics. As an illustration, a leader's primary competencies include people management, motivating others, fostering relationships, and critical thinking. Team leaders have an impact on 70% of team engagement, according to a survey conducted by Ratanjee (2021). As per a Gallup survey conducted in 2023b, more than 40% of workers conceded that developing trust is crucial to establishing rapport with leaders. This harmonious partnership grows employee motivation.

##### 4.2.2 Theme 2: Leadership Management Aids in Enhancing Employee Engagement for Engineering Professionals

Many engineering professionals work in stressful environments, as discussed in Section 4.2.1, which negatively affects their well-being and performance. The yearly employee engagement performance rate increased by 23% globally in 2022 as a result of the significance of employee engagement in raising employee performance (Gallup, 2022). The primary difficulties faced by practicing engineers can be made worse by long work hours and other taxing work environments. To manage employee engagement among engineering professionals, Goestjahjanti et al. (2020) assert that leadership is essential. In conformity to Han, Sung, and Suh (2021), the main elements that influence employee engagement are a

caring and supportive manager, displaying employee strengths, hierarchical communication, achievement goals, and opportunities for professional growth. Moreover, leaders should focus on fostering a welcoming and supportive workplace environment as a means of managing employees' engagement in the company, according to Arifin, Nirwanto, and Manan (2019). Burgett (2023) found that stress levels and employee engagement were negatively correlated. In particular, high work pressures often lead to high levels of stress for practicing engineers, which constrains full engagement in organizational programs. It is the manager's responsibility to establish employee engagement programs to increase the overall effectiveness of practicing engineers in such situations. Burgett (2023) suggests that leaders should invest in training and development, improve channels of communication, encourage short breaks, recognize employee efforts, and provide opportunities for improvement. Furthermore, Tirta and Erika (2020) discovered that workers are satisfied in their positions when they are recognized for their organizational inputs and given incentives. This applies to professionals in engineering.

##### 4.2.3 Theme 3: Workplace Environment and Regulations Affect the Employee Engagement Program Implemented by Leaders

According to the third theme of this paper, leaders can be guided in implementing effective employee engagement programs by workplace policies and regulations. The organization's policies and procedures always bind the company's upper management, states Sarwar et al. (2020). Li et al. (2021) assert that for organizations to succeed in the future, they must prioritize managing the well-being of their workforce, and as such, legal and regulatory measures which help employees must be implemented. Leaders frequently use staff layoffs as an effort to manage organizational budgets when the company is facing a challenging market and is unable to turn a profit (Maximo, Stander, and Coxen, 2019). The company revises its work policies in an attempt to better manage engaged engineers. These rules should be hinged on fairness, and equity and beneficial to both the organization and employees for a successful business venture. Further, Rasool et al. (2021) point out, a toxic workplace diminishes a person's logical sense of security and will eventually be detrimental to their wellbeing. Robinson (2023) has further

indicated that the extent of communication, management of employee safety and health, opportunities for equality or advancement in the workplace, and compensation and benefits packages are important factors that influence employee engagement. On top of that, by getting feedback from employees, managers can identify different issues or challenges they face and develop effective plans to raise employee efficiency (Davidescu et al., 2020). To improve the effectiveness of employee engagement initiatives, top management must put these schemes and regulations into action.

#### 4.2.4 Theme 4: Providing and Managing Employee Medical Benefits and Wellbeing Could Help Enhance Employee Engagement

Finally, using the last theme, the study indicates that to enhance employee engagement, leaders must be concerned about their employees' well-being and provide a variety of medical benefits. Hauff, Felfe, and Klug (2022) found that engaged employees contribute 70% more than disengaged employees. Recall that, as previously stated, employee engagement strengthens employee retention by encouraging greater connections within the company, while also improving employee performance. According to Witters and Agrawal (2022), employees' poor physical and mental wellness costs the company nearly \$47.6 billion per year. According to Salas-Vallina, Alegre, and López Cabrales (2021), the company should give top priority to putting plans and strategies into place that will enhance the mental and physical health of its employees. A recognized international framework for risk management connected to occupational health and safety is provided by ISO 45001 OH&SMS of 2018. Guidelines for the administration and application of ISO 45001 are provided by ISO 45002. ISO 45003, which oversees workplace psycho-social risks, is based on ISO 45001. OSHA also ensures that workplaces are safe and conducive to health for employees. Together with other recognized standards, these promote occupational wellness, which boosts employee morale and engages employed professionals in the family of engineering businesses. Moreover, the well-being of employees can accelerate organizational success, prevent lower productivity, and lower the costs associated with health insurance (Rasool et al., 2021).

## V. CONCLUSION AND RECOMMENDATIONS

### 5.1 Overall Conclusion

Occupational stressors negatively impact work-life balance, motivation, and engagement among engineers, all of which are critical to the company's success. This paper's thematic analysis demonstrates the importance of leadership management in putting employee motivation strategies into practice, which also contributes to increased employee engagement among practicing engineers. This study comes to the same conclusion: to increase employee engagement at work, managers should concentrate on planning wellness initiatives for employees. Also, alter regulations to encourage greater participation. The primary benefit of this paper is its ability to successfully align the importance of maintaining employee mental and physical wellness standards to sustain engagement, safety, health, environment and general well-being at work.

### 5.2 Link to Objectives

RO1: To discuss the significance of leadership management in contemporary organizations.

The first objective set up in this paper is to highlight the value of organizational effective leadership management. This paper's literature review section demonstrated that leadership management has grown significantly in recent years; a development that further emphasizes the field's significance. Aside from that, the thematic focus of the paper also demonstrates how crucial leadership management is to influencing employee motivation.

RO2: To discuss the influence of leadership management on improving employee engagement for engineering professionals

To satisfy the second objective, a detailed examination regarding the impact of leadership management in enhancing employee engagement was presented. This review demonstrated the importance of leadership and management in fostering employee engagement amongst employed engineers by utilizing the second theme.

RO3: To identify the factors affecting employee engagement programs performed by leaders

This third objective aided in the identification of the various factors that affect employee engagement programs. External and internal organizational factors have been discussed in the literature review. Team dynamics, organizational values, organizational



communication, and organizational culture are the main internal elements that influence leadership. On the other hand, cultural aspects, a nation's competitive market, technological advancements, industrial trends, and the state of the economy all have an external influence on leadership management.

RO4: To recommend strategies for further improvement of employee engagement among engineering professionals through leadership management

The last objective aimed to recommend implementation strategies for the improvement of employee engagement among engineering professionals in organizations. The theme in the paper revealed that provision of health care benefits and the arrangement of well-being programs could help in boosting employee engagement.

### 5.3 Areas for Future Research

Further studies might concentrate on developing comprehensive analyses regarding how organizational cultures, standards, or the competitive landscape of the industry impact the degree of employee engagement among engineering professionals. Incorporating a mixed research method would add more value as it would enable researchers to perform both qualitative and quantitative analysis. Lastly, more investigation is needed to ascertain how integrating diversity, equity, and inclusion affects employee motivation, satisfaction, and performance.

### 5.4 Recommendations

The following are some suggestions that an organization can put into practice to improve employee engagement:

- i. First, managers must concentrate on making sure staff members are substantially motivated and productive to increase employee engagement. Leaders must stay focused on promoting employee involvement, and career development, offering meaningful rewards and acknowledging employees' efforts, among other things, to guarantee employee motivation.
- ii. To help these employees maintain a proper equilibrium between work and life, companies should concentrate on providing them with flexible work schedules.
- iii. Finally, to learn about the opinions of employees about organizational procedures,

leaders should concentrate on setting up weekly feedback-gathering strategies.

### 5.5 Limitations of the Research

Only secondary qualitative research has been used. Hence, the study may require more statistical backing. The research is restricted to concision to lessen ambiguity. Various factors determine employee engagement levels such as employees' levels of communication, personality, organizational cultures as well as policies, etc. These were not exhaustively captured.

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