A STUDY OF THE IMPACT OF THE INVOLVEMENT FACTOR AND ENGAGEMENT ON THE COMPANY’S RESULTS

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The paper deals with employee involvement in the context of education. The company’s innovative activity is considered a necessary condition for its growth and competitiveness. This is a phenomenon which, with regard to education, presupposes increasing job satisfaction, employee motivation, his commitment and achieving the company's goals. We use methods of content analysis, comparison and questionnaire survey. The aim of our study is to find out whether employee involvement in the context of training will be beneficial for companies both in financial terms and in terms of the company's reputation in the market. The study shows that engagement has great potential for the quality of human capital, especially in the trade and services sector, where work commitment / proactive approach / employee empathy takes precedence over expertise and skills. The results further show that social capital and the right setting of employees can improve relationships, increase company capital and innovation, and also increase employee commitment to the organization.

Keywords: engagement; knowledge; education; employee; career growth

Introduction

It is in the interest of every company to strive for a competitive advantage and one of the tools to obtain this advantage is the involvement of the employee in the context of training for the development of the company.

Above all, it should be a matter of creating such conditions that all changes become an opportunity for the growth of qualifications, flexibility and innovation of people as producers and consumers and to strengthen the Slovak Republic's competitive advantage in the international environment and future growth of living standards and quality of life. The main goal is to achieve a competitive advantage through the strategic deployment of capable and dedicated employees and those who are constantly interested in training and developing both their potential and the potential of the company.
A STUDY OF THE IMPACT OF THE INVOLVEMENT

The result of innovation is a positive change that leads to the efficient use of resources. The innovative capacity of companies is the basis for creating the company's wealth and depends on the creation of their knowledge strategy. It is important to understand invention as new knowledge, and these results in a change in the level and structure of knowledge. Regardless of the form in which the company has decided to support the involvement of its employees, to invest in the development of its employees, or to take advantage of a systematic approach to training, it is always recommended to properly assess the company's situation. Every properly engaged employee can come up with new ideas, with new products that will bring the company a profit in a certain time horizon.

Organizations are entering a new era influenced by demographic challenges, increased globalization and a generational shift in the labor market, which is forcing organizations to reconsider how to attract, retain but also develop talented employees. It is estimated that the level of competencies in the organization is high and the organization has problems storing critical knowledge related to their involvement. In addition, given the global, demographic and economic threats facing organizations, management workforce structures to realize the potential of employees are keys to the organization's survival and training as one of the selected factors is one of their tools.

Traditional management methods, such as Taylor's scientific management theory, are not enough to deal with an open and volatile market environment and independent employees. Researchers are therefore proposing various human resource practices "people-oriented", among which the most representative practice is a high-performance work system (HPWS).

Employee engagement is a motivational condition that has so far been associated with a number of positive and desirable consequences for organizations and businesses. It is about investing in oneself, authenticity at work and performing work with passion, perseverance and energy. It has become a widely discussed topic in both the popular and academic press, with practice overtaking the research needed to validate the hundreds of solutions offered in "response" to the disillusion dilemma (Byrne, 2014).

Many of the current definitions of engagement fall into the understanding of engagement as an employee commitment (Do I care about the employer's interests?) And motivation (Am I trying to actively pursue the employer's interests?) (Cappelli & Eldor, 2019). One of the most famous engagement creators defines the Gallup Institute. They define employee engagement (Harter et al., 2002) as "individual involvement and job satisfaction as well as enthusiasm for work".

The Gallup Workplace Audit (GWA) questionnaire, also called Q12, is a measuring tool for employee engagement defined in this way. The items of the GWA questionnaire are defined in such a way that they reflect the influence of the immediate superior and at the same time explain the overall level of job satisfaction of employees (Buckingham & Coffman, 2000).

Saks (2006) understands employee involvement in the context of the Maslach et al. Model (2001). He defines engagement as the extent to which an individual absorbs his or her job role. It distinguishes between two types of employee engagement, namely work engagement and organizational engagement.

Engagement at work refers to the extent to which an individual is actually fascinated in the performance of their own individual work role. Organizational commitment reflects the extent to which an employee is psychologically present as a member of the organization. The
natural abilities, intelligence and skills of key employees acquired through formal education and work experience form the level of human capital of an organization. Employees are the most important asset of an organization and it is essential for a sustainable organization to have the right people who are in the right jobs (Baartvedt, 2013).

Anderson et al. (2000) suggest that the individual and social perspective of learning is one that is often understood. From a cognitive point of view, knowledge is primarily linked to individual learning from formal education and training. Cognitive knowledge is then transformed and applied in other areas. Situated perspective, learning is linked to the social experience and cultural context in which the knowledge is embedded. Continuing vocational training is a conceptual approach to progress and development. Education is seen as a linked activity that facilitates the two-way transfer between education and employment. It allows you to acquire the same qualifications and competencies in different ways and at any time during your life. There are several perspectives on employee engagement in the professional literature.

According to Hvizdová (2011), innovation is considered to be a fundamental change that is tied to the implementation of knowledge in the economy, which will cause an increase in value at the level of the whole society. It is important to achieve the required performance based on the information provided and the knowledge used, which is beneficial for the organization.

**Literature Review and Research Hypothesis**

Analysis, synthesis, comparison, generalization, questionnaire survey and summarization of knowledge were used as research methods in the paper. We consider it a benefit to carry out an empirical study on a sample of 260 employees in companies in the Slovak Republic that sell products. The research object of our study was employees who were in the age category up to 45 years with years worked in the range of 0-9. After validation of incomplete, non-meeting required parameters and other invalid questionnaires, the number of valid questionnaires was 204. The effective rate reached 78.5%.

Among the selected samples, 95 persons were men (46.6%) and 109 persons were women (53.4%), the gender ratio was basically balanced. In the academic field, including bachelor's, master's or higher degree, postgraduate employees accounted for 63.8%, master's / engineering employees.

**Education Culture and Enterprise Conditions**

A positive organizational culture supports work and organizational involvement within the organization. Managers can understand how to create a positive and engaged environment for employees and at the same time understand how certain job changes can have both positive and negative effects on an individual's ability to adapt. While organizational engagement will have a positive impact on individuals' ability to adapt to change, work engagement will have the opposite effect and reveal potential barriers to change management in organizations. (Parent et al., 2018).

In management circles, the knowledge that the performance and prosperity of organizations depend to a large extent on common values, beliefs, standards, rules, patterns of action and rituals, i. from organizational culture (Kachanáková et al., 2010).
A STUDY OF THE IMPACT OF THE INVOLVEMENT

Organizational culture affects employees and, through their commitment, brings organization or revenue, or reputation. Clients often leave with certain employees. Therefore, it is an important performance indicator for the success of the organization.

The working conditions of the people working in the organization include a broader concept of economic, technical and technological conditions, working hours and working regime, working environment, occupational safety, social working conditions, employee care and the like.

In a narrower sense, it is possible to divide working conditions as follows:
- organization of working time,
- working environment
- spatial and physical working conditions,
- safety and health protection at work,
- socio-psychological working conditions,
- compulsory care for workers.

Under these working conditions, it is important to define the key factors that respondents answer in the questionnaire on a scale of 1-5.

8 selected key factors of engagement from the point of view of the organization:

1. Well-being in the workplace - the task for organizations is to create an environment in which employees as a workforce will feel comfortable, without unrealistic goals and bullying.

2. Qualification / training - it is important to provide employees with training, coaching and to perform work tasks that can be completed on time and not outside working hours, otherwise frustration arises. Empowering employees leads to a higher level of commitment.

3. Corporate culture – in the case of a corporate culture, it is important that employees feel comfortable, that there is respect, tolerance, knowledge transfer, a culture of error, cooperation and flexible working hours.

4. Professional and personal growth - It is important for organizations to understand that employees have two interrelated goals, both personal and professional. If employees constantly work overtime, take home work and worries related to it, they do not achieve their personal goals and later resign. The departure of a colleague does not have a positive effect on other employees, their morale is declining.

5. Identification with the employer's brand - it is important for employees to be in line with the company's goals and visions. If employees feel part of the company, they will do overtime and they will feel fulfilled and satisfied. They take responsibility for their work and are connected with an organization that values the implementation of strategies.

6. Rewards and encouragement - employees appreciate both rewards and incentives for the work done. Employees need to see the meaning of their work and expect a financial reward for a job well done. The organizations are imaginative in this regard and provide their employees with various residence vouchers, company car, tickets to cultural facilities, concert tickets, etc.

7. Social relations - Workplace relationships greatly affect an employee's work performance and job settings. The social environment is essential for developing contacts, improving cooperation and the organization should certainly support such activities. This is beneficial for the organization's climate.
8. Fair wages - remuneration for the work provided is the driving force for employees. There are organizations where employees only go for pay and there are organizations where employees accept lower earnings, but they are compensated by the corporate culture. It is always important to find out from employees what drives and motivates them.

For the company, engaged employees are a competitive advantage and a guarantee of meeting goals - they provide stable performance, work independently, spread a positive mood around them, actively participate in the development of the company. At the same time, the employees involved are a stable, healthy base for the teams, which significantly reduces turnover and thus the costs of recruiting, training and assigning new employees to the work process.

All of this is due to the fact that committed employees care about being part of a successful company. Innovative company performance is not easy to achieve even with adequate investment in training, education and the hiring of great “brains” or expertise. The performance of an innovative firm can only be truly achieved if human capital has a significant impact on social capital (Samad, 2020).

According to the theory of emotional events, the experience of employees in the work environment can provoke various emotional reactions, which further influence individual attitudes and behavior.

According to a WEF (2018), agile work management and the informal systems that people behave naturally help maximize opportunities, stimulate experimentation, and the generation of ideas, thus contributing to increased employee satisfaction and a happier workplace. Organizational training and a structure characterized by decentralized decision-making, low formalization and a flat structure can also support the agility of the workforce.

Subramony et al. (2018) also discovered the relationship between human capital and firm productivity, while Estrin et al. (2016) found that skills and abilities are related to the successful performance of a company through the innovations that entrepreneurs show. Talents are becoming critical resources for long-term results.

Therefore, the role of HR management is to focus less on “human resources” and more on “people and humanity”. A more accurate analysis of human capital and social capital can provide further insight into the role of human capital and social capital for corporate innovation (Tseng et al., 2014).

Improving the work environment and facilitating procedures in response to the growing complexity of the system a „information overload“, they will lead to a simplification of the working environment, as a long-term commitment of the organization, needed to facilitate concentration, relieve tension and stress of employees.

Ultimately, the goal of interaction is to increase understanding of course content or mastery of defined goals (Bernard et al., 2018). The role of the HR manager as a strategic partner in developing and maintaining a competitive advantage within the company is also examined (Barney, 1998).

**Research Methods**

The survey was conducted on a sample of 204 employees in selected enterprises in the field of trade and services, where among the selected samples were 95 persons men (46.6%) and 109 persons women (53.4%), the gender ratio was almost balanced.
A STUDY OF THE IMPACT OF THE INVOLVEMENT

Based on the chosen research methods, we deal with the key factors mentioned above. We establish the hypothesis:

H1: Selected work engagement factors have a positive impact and identify with the organization.
H2: Work engagement in organizations has a positive effect on the career growth of employees.

Data Collection

Based on practical problems, this study selects employees of the current generation as a research object in order to examine the factors of employee engagement, as well as the employer, training without taking into account the selected key factors. The selected hypotheses were confirmed by analysis of empirical data. This contribution is important, whether in theoretical development or in business practice, because if employees do not really know what is expected of them, they cannot meet expectations and therefore cannot demonstrate any employee engagement.

It is therefore very important to determine at the outset what is expected of the employees themselves. Based on the research results of Rastogi & Chaudhary (2018) several practical implications can be offered. The findings showed that the enrichment of work and family affected the performance of tasks and this concept is important for both stakeholders - employers and employees.

The findings encourage organizations to consider not only ways to reduce conflicts between work and family, but also to develop and implement procedures to increase company profitability as well as employee career growth.

In Fig. 1 we can see the relationship model of career growth, work commitment, identification of the organization and organizational identity of the person, where all factors influence each other and create a consensus, without which they would not exist with each other. A positive regulatory role is in the relationship between career growth and job exposure. In other words, the impact of career growth on organizational identification is significantly improved when a person's identification is high.

As for employees, at present “they are trying to achieve more from work and family relationships”. In practice, according to a study by Zhou et al. (2015), it was concluded that an employee's career has a significant positive effect on corporate cohesion. This is in the sense that what employees feel is respected by the company to a large extent.
They are able to improve their weaknesses and achieve career goals in line with the goals of the organization.

**Research Findings**

Based on the data collected in the period 09/2021-12/2021, we used a questionnaire method to obtain knowledge for our research in the Slovak Republic, mainly in the Bratislava region. We study on a selected sample of educated people under the age of 45 and we reflect the minimum complete education of these people, where a representative sample of university education reached almost 64%.

Employees had the opportunity to express themselves using the Likert scale with 5 levels, where 1-represents strongly disagree and 5-represents absolutely agree, how they perceive the involvement in the organization, where they pass on their knowledge, skills and abilities.

They were interviewed in accordance with which statement they identified. Up to 20% want to be part of the company and be recognized and rewarded. 17% of all men and women expressed motivation in favor of the organization. Taking into account the number of respondents for the male sex, there is a higher motivation for this gender. It also has to do with more space to realize.

<table>
<thead>
<tr>
<th>How often do you measure the commitment of an organization's employees?</th>
<th>Count %</th>
</tr>
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<tbody>
<tr>
<td>Once a year</td>
<td>39%</td>
</tr>
<tr>
<td>Twice a year</td>
<td>26%</td>
</tr>
<tr>
<td>Quarterly</td>
<td>16%</td>
</tr>
<tr>
<td>As needed</td>
<td>9%</td>
</tr>
<tr>
<td>Every 2 years</td>
<td>6%</td>
</tr>
<tr>
<td>More than 2 years</td>
<td>4%</td>
</tr>
</tbody>
</table>

For a better overview, we present the research processing on Fig. 2 the most often measures exposure once a year to twice a year.

![Figure 2 - Measuring employee engagement](image-url)
A STUDY OF THE IMPACT OF THE INVOLVEMENT

At the same time, we quantified “degree of dependence” between the two variables and that is the view of men and women on “high performance” and “desire to be part of the company” as follow:

\[ r_{x,y} = \frac{s_{x,y}}{s_x \cdot s_y} \]

where \( x_1, x_2, \ldots, x_n \) are the values of the character \( X \)
where \( y_1, y_2, \ldots, y_n \) are the values of the character \( Y \) in the sample

- let the arithmetic means, resp. dispersion (scattering), resp. standard deviations of these characters in the sample.

<table>
<thead>
<tr>
<th></th>
<th>X</th>
<th>Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Y</td>
<td>0.788547</td>
<td>1</td>
</tr>
</tbody>
</table>

We can state that the correlation dependence is high due to the greater correlation approaching 1. It is a very high positive correlation. High performance and the desire to be part of the company is desirable.

For engagement from the point of view of employees, to whom we selected key parameters based on data analysis, which are based on 8 selected key factors of engagement from the point of view of the organization and which respondents answer in a questionnaire on a scale of 1-10 and assigned them a percentage expression where we interpret the results as follows:

1. The desire to be part of the company under the 5th selected indicator - Identification with the employer's brand in the sense that the employee feels as engaged as the organization allows, in our understanding he is in 1st place, where together with motivation and proactive approach they make up more than half, up to 52%.
2. For selected indicator no.4 Professional and personal growth it is important for organizations to understand the interconnected goals of employees in the field of work as well as personal, where we can classify from the chart into selected indicators:
   - willingness to work beyond their responsibilities,
   - state of well-being and fulfillment,
   - identification with their job role,
   - emotional commitment to the company.

The responses for the selected indicators did not differ between the sexes.

The involvement increased the more the employer placed more trust in the employee, left him room to process his work tasks and did not sanction in any way when the employee failed.

Another attribute that was provided as a benefit and improved the employee's work in favor of his involvement was assigned responsible training, which resulted from ad-hoc situations and tasks that needed to be processed in a short period of time. Employees who had clear input at the beginning were able to solve the problems and deliver high performance to achieve a state of well-being and fulfillment.
However, employee exposure to the organization is lower than the organization's exposure to the employee. The situation is constantly changing and it is necessary for both employees and organizations to take a proactive approach and pursue a common goal.

Table 2 - Exposure from the employee’s point of view
(Source: Author's own survey)

<table>
<thead>
<tr>
<th>SELECTED INDICATORS</th>
<th>Count in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>The desire to be part of the company</td>
<td>20%</td>
</tr>
<tr>
<td>Motivation</td>
<td>17%</td>
</tr>
<tr>
<td>Proactive approach</td>
<td>15%</td>
</tr>
<tr>
<td>Willingness to work beyond their responsibilities</td>
<td>14%</td>
</tr>
<tr>
<td>Identification with your job role</td>
<td>10%</td>
</tr>
<tr>
<td>State of well-being and fulfillment</td>
<td>7%</td>
</tr>
<tr>
<td>High performance</td>
<td>6%</td>
</tr>
<tr>
<td>Doing exactly what is expected</td>
<td>5%</td>
</tr>
<tr>
<td>Emotional commitment to the company</td>
<td>4%</td>
</tr>
<tr>
<td>Satisfaction</td>
<td>2%</td>
</tr>
</tbody>
</table>

Figure 3 – Engagement from the employee's point of view
(Source: Author's own survey)

For our chosen hypothesis H1: Selected work engagement factors have a positive impact and identify with the organization.

Only 65% confirmed that employees are engaged because 47% of respondents perceive the results of measuring engagement as a manifestation of the intensity and quality of managers' work with their employees. It is an opportunity for meaningfully managed development activities for managers.

As many as 8 out of 10 respondents, whether employees or managers, have the interest and need to increase the current measured value in the organization. In our case, the involvement of employees does not reach 80% and there is still room to work on it.

Based on the statement of the organization, where we entered the results into one final table and sorted them according to the most common value in percent, we can assess that
A STUDY OF THE IMPACT OF THE INVOLVEMENT

within year, employers evaluate employee engagement at 81%. We hereby confirm hypothesis H2, where we assume that work engagement in organizations has a positive effect on the career growth of employees. If we consider that the regularity is 1-4 times a year, the hypothesis we have chosen has been confirmed in our research.

Conclusion

Effective use of knowledge contributes to a positive stimulus for innovation capacity and sustainable development in the company. It increases autonomy, improves team interaction, dynamism, communication and provides consistent and effective support to employees.

These are keys in implementing changes, innovations that increase an organization's competitiveness. It is essential to use the latest approaches, methods and technologies that improve response time and preparedness for change.

Market valuation gives companies the impetus for the real emergence of knowledge. The growth of corporate innovation is considered an important indicator of the effective implementation of work exposure. Business innovation cannot exist without the education and training of employees. It is important not only to educate employees correctly, whether vertically or horizontally, but also to learn how to be able to defend their career decisions in practice. It is important to reassure the employee that not everyone needs to climb the career ladder and that is perfectly fine.

As employees do their job today, they affect their careers for life. In order to support organizations in conducting engagement surveys, it is important to find space and listen to their employees. All employees should be united in their efforts and values for a common cause, prepared and committed to the greatest extent possible.

Able to communicate, think critically, express disagreement, seek the truth, not be afraid of adverse news and negative impacts in a changing external environment.

People at all levels should feel responsible and empowered to express their feelings and thoughts and be able to assess risks. Mutual trust and the ability to rely on the team and the organization in all circumstances are necessary. Work commitment, educated people and a favorable environment as well as open communication are the basis for future operations in companies.

References:


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