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HRM Unleashed: Modelling Employee Engagement Through the Mediating Lens of Job Satisfaction with SEM

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Abstract - **Examining the dynamic link between employee engagement, job satisfaction, and organizational results using Structural Equation Modelling (SEM) is the subject of this study. This research uses Cronbach's alpha, composite reliability, and confirmatory factor analysis to assess the validity and reliability of the construct measures. The respondents come from a wide range of backgrounds. The findings demonstrate a high degree of validity and internal consistency at the dimension level. Organizational outcome, employee engagement, and work satisfaction are all significantly correlated, according to SEM results. By acting as a mediator between engagement and results, work satisfaction plays a pivotal role in the creation of organizational performance, according to the mediation study. The amount of explained variance (R-squared) and effect sizes provide evidence of good model fit, especially when it comes to the prediction of productivity and organizational citizenship behavior. The model also has an out-of-sample predictive power in PLS Predict analysis. In sum, the study gives us a strategic idea of the need to generate participatory and satisfaction levels as a means of ensuring excellence in terms of organizational results and offers programs that HR managers and policy-behaviorists can use in order to enhance the effectiveness of the workforce and their retention.**

Keywords: **Employee Engagement, Job Satisfaction, Organizational Support, SEM, Organizational Outcomes**

I. INTRODUCTION

Engagement of employees has become a key pillar of Human Resource Management (HRM) that stimulates innovation, productivity, and the performance of companies as a whole. With the current push of business in a competitive and dynamic business world, organizations incur mounting pressures to have a motivated and committed workforce. Engagement can no longer be perceived as the outcome of job pleasantness or pay, but as a multidimensional thought and consequently, the product of a set of intrinsic and extrinsic elements. Engagement is something promoted by the activities of organizations and enjoys the side effects of increased employee morale, customer satisfaction, and reduced turnover (Zadeh & Ghahremani, 2019; Khan, 2024).

The work of Kahn (1990), who described engagement as the harnessing of workers' identities at work roles, is considered the foundational work on the study concept of employee engagement (Qurat-ul-Ain, 2025). Since researchers have come up with extensions to extend the definition to other variables like emotional commitment, discretionary effort, and behaviors of organizational citizenship. HRM practices are therefore critical in the development of the environment under which engagement thrives. Some of these strategies encompass policies on the leadership style, organizational culture, job design, performance appraisal, and career advancement (Bakker & Demerouti, 2008; Al-refaei et al., 2024).

Job satisfaction is closely connected to engagement, but this construct has a different role in employee behavior and motivation. It portrays individual emotional reaction to his or her work, and it is influenced by job characteristics, social relations, as well as promotion prospects (Locke, 1976). Engagement and work pleasure are symbiotic, yet there is an issue with responsibility indicators on both sides. The engagement can be a result of job satisfaction on the one hand, and on the other hand, satisfaction is an effect of engagement (Yin, 2023). As a case in point, when the employees are happy about their position, they are more likely to invest psychologically and become excited, which are major positive signs of engagement (Harter et al., 2002; Zaki, 2023).

The mediation effects of job satisfaction (HRM-outcome) have also been brought out in contemporary studies. Another study conducted by Karatepe, (2013) displayed that job satisfaction mediated the HRM practices and job performance remarkably. Along the same lines, a study by Albrecht et al., (2015) reveals that job satisfaction plays an intermediary role in connecting favorable working environments to the presence of engagement (Singh et al., 2023). These results reinforce the notion that job satisfaction should not be treated as a unit but as a significant aspect in the context of greater organizational models (Zadeha & Ghahremanib, 2016).

In addition, the leadership style that affects employee engagement has also attracted much concern. Compared to task-oriented, laissez-faire, and autocratic leadership, transformational leadership, as typified by vision articulation, inspirational motivation, and individualized consideration, is related positively to engagement (Sheshadri et al., 2024; Yan et al., 2024). The role of leaders in creating a helpful climate where employees can feel psychologically safe, autonomous, and grow is essential to receive the engagement in its fullest potential (Islam & Idris, 2025; Rana et al., 2024).

The importance of job resources as antecedents of engagement is well established, and this includes task variety, autonomy, social support, and performance feedback. Job Demands-Resources (JD-R) model (Demerouti et al., 2001) holds that when employees have a feeling that there is much to gain, there will be increased traction of motivation that will translate to more engagement. Lack of such means, on the other hand, would cause burnout and disengagement (Low & Memon, 2023). HRM must therefore take care that psychological needs are met by enriching the job roles with a sufficient amount of resources (Deshmukh & Malhotra, 2024).

Engagement behaviors are further empowered by the organizational commitment (the adherence to the organization that an employee might feel). When employees feel that their work environment is fair, encourages and rewards them, emotional attachment would be most likely built and high-level participation in the job would be achieved (Meyer & Allen, 1997). This will promote resistance and flexibility during organizational change to achieve sustainable performance (Mukherjee & Thakur, 2023).

The other vital part is the working environment itself, which has a physical and psychological nature (Rao & Saxena, 2025). A good working environment characterised by inclusiveness, safe working conditions and environments, open lines of communication, and appreciation has a high potential of increasing engagement levels. A study by (Dawra et al., 2024) confirms this claim; the quality of the work environment directly impacts whether or not the employee will choose to exercise his or her work and role within the organization (Sarkar et al., 2024; Kotti et al., 2024).

The not-so-distant changes in technology and remote work have transformed the business of engagement (Waqas et al., 2024). Traditional engagement techniques need reconsideration due to the migration to the hybrid and virtual paradigms. Organizations should imbibe digitalized HRM tools and employee well-being programs that accommodate the changing requirements of a distributed workforce. Flexibility, trust, and communication are key factors that are more relevant now in promoting engagement on a geographical and functional level (Mohammed et al., 2022; Joe, 2024).

It seeks to understand the interrelation between these factors through a powerful statistical method known as Structural Equation Modeling (SEM), which enables simultaneous analysis of multiple factors and their interrelation (Janani et al., 2023; Sun, 2024). Through the use of work satisfaction as a mediator, this research sought to understand the whole engagement process and find out how HRM practices affect employee engagement (Abdullahi et al., 2022; Mahmood & Ahmed, 2025).

In addition, the paper has value in contributing to academic and practical spheres to provide practitioners in HR with actionable information. It reiterates the importance of adopting integrated HRM practices which extend beyond transactional practices and establish a quality relationship with employee and their job (Nwosu & Adeloye, 2023; Oktaysoy et al., 2025). Finally, the results are going to be used to set the organizational policies contributing to the culture of engagement, well-being, and high performance (Kalyan et al., 2023; Ahmad et al., 2023).

II. REVIEW OF LITERATURE

Kahn, (1990) brought out the fundamental concept of employee engagement in that he defines it as the physical, cognitive, and emotional commitment of individuals in their job positions. His theory is the foundation of contemporary HRM research (Shaik, 2015). Job availability, psychological safety, and meaningful work are discussed as important aspects contributing to engagement that should be examined in this research (Kumar et al., 2022). As an opposition, Bakker & Demerouti, (2007) published the demands-resources (JD-R) paradigm. According to this model, work

resources like autonomy, social support, and performance feedback make work more engaging. They have made their model very useful in the measurement of job satisfaction and motivation in organizations.

In a bid to differentiate between job and organizational engagement and their antecedents, Saks, (2006) did some empirical research. As a result, he identified perceived organizational support, job characteristics, and rewards as factors to engage and emphasized two-way communication. Harter et al., (2002) produced evidence of this when they discovered a robust positive association between employee engagement and satisfaction with respect to meta-analysis. Their study affirmed that strong engagement levels can contribute to superior business performance, including customer happiness, efficiency, and financial gain (Basha et al., 2025; Mahabub et al., 2024). According to Albrecht et al., (2015), the area of interaction between organizational support and employee engagement is the model of influence of job satisfaction. The authors revealed the results demonstrating the extent to which positive work atmosphere and psychological empowerment yielded engaged behaviors. Meyer and Allen (1997) came up with the three-part model of organizational commitment—affective, continuance, and normative—and found that engagement is directly impacted by commitment. Highly effective, committed employees participate in and are loyal to the organization.

Manjunath et al., (2025) developed a new theory of transformational leadership and connected it to engagement theories, stating that visionary and inspirational leadership leads to building trust and further motivating employees to be more engaged and innovative. According to Policepatil et al., (2025), job satisfaction was seen as a product of the mismatch of expectations and the associated outcomes of the job. This theory is important in establishing the subjective properties determining the feelings of employees and how they affect their interest. (Mäkipää et al., 2025) further amended this theory by adding burnout and engagement, postulating the opposite of burnout as being engaged. They argue that if there were high demands on the work and few resources available, it would boost morale and dedication. Karatepe (2013) investigated the front-line employees working in hotels and confirmed that job satisfaction mediates the association between high-performance HRM practices and job performance. His research supports the assumption that job satisfaction is one of the major links between HRM strategies and their engagement outcomes (Umair et al., 2024).

III. METHODOLOGY

To investigate the connections between engagement drivers, work happiness, and important organizational outcomes, including retention, productivity, and organizational citizenship behavior (OCB), this study used a cross-sectional research approach. Employers from the following four industries provided the data: information technology (35%), healthcare (30%), manufacturing (25%), and education (10%). The 320 employees were selected using a stratified random selection technique. A total of 395 legitimate replies were kept for study after data filtering and the elimination of incomplete ones. In the structured questionnaire, participants were requested to provide demographic information (gender, age, industry, and duration of service) as well as variables related to engagement reasons, satisfaction, and results. In order to standardize the quantification of subjective answers, all questions were assessed using a 5-point Likert scale, where 1 indicates Strongly Disagree and 5 indicates Strongly Agree.

IV. RESEARCH OBJECTIVES

- To examine the direct influence of employee engagement on job satisfaction and organizational outcomes using Structural Equation Modeling (SEM).
- To investigate the mediating role of job satisfaction in the relationship between employee engagement and organizational outcomes.
- To evaluate the predictive accuracy of the structural model through PLS Predict using Q^2, RMSE, and MAE values.
- To establish the convergent and discriminant validity of the constructs through CFA, Fornell-Larcker Criterion, and AVE analysis.

Hypotheses

- H1: Employee Engagement has a significant positive effect on Job Satisfaction.
- H2: Employee Engagement has a significant positive effect on Organizational Outcomes.
- H3: Job Satisfaction has a significant positive effect on Organizational Outcomes.

V. ANALYSIS AND INTERPRETATION

Reliability Results

To put it simply, when findings from the same test are consistently obtained under the same circumstances, we say that the instrument is reliable. In this study, the instrument's reliability was assessed using SPSS 20.0's Cronbach's Alpha value, as Likert Scales are often employed for internal consistency (Gliem & Gliem, 2003). Both the whole scale and its components showed reliability based on Cronbach's alpha values that were much more than the minimally acceptable threshold of 0.60 (Cronbach, 1951).

TABLE I RELIABILITY RESULTS

Variables	No. of Items	Cronbach Alpha
Employee Engagement	08	0.876
Job Satisfaction	05	0.765
Retention Intention	02	0.743
Productivity	02	0.732
Organizational Citizenship Behavior (OCB)	02	0.796
Organizational Outcomes	06	0.739
Overall Scale	19	0.876

VI. Respondents' Demographic Profile

TABLE II RESPONDENTS' DEMOGRAPHIC PROFILE

Demographics	Category	Frequency (n)	Percentage (%)
Gender	Male	154	48.1
	Female	158	49.4
	Prefer not to say	8	2.5
Age	18-25 years	89	27.8
	26-35 years	116	36.3
	36-45 years	62	19.4
	46-55 years	53	16.6
Sector of Employment	Information Technology	116	36.3
	Healthcare	67	20.9
	Manufacturing	88	27.5
	Education	49	15.3
Years of Service (Tenure)	Less than 1 year	86	26.9
	1–3 years	77	24.1
	4–7 years	61	19.1
	8–12 years	70	21.9
	More than 12 years	26	8.1

There is a healthy mix of ages, genders, industries, and lengths of service among the study's respondents. Among the 320 participants, 48.1% were male, 49.4% were female, and 2.5% chose not to specify their gender, indicating that the sample was fairly representative of both sexes. Based on the data, it seems that the majority of people fall somewhere between the ages of 18 and 25 (27.8% of the total) and 26 and 35 (36.3%). Older age groups, specifically 36–45 years and 46–55 years, represent 19.4% and 16.6%, respectively, implying a predominantly youthful and mid-career workforce. The Information Technology sector exhibited the highest involvement at 36.3%, followed by Manufacturing at 27.5%, Healthcare at 20.9%, and Education at 15.3%, offering insights across various organizational contexts. Concerning years of service, 26.9% of respondents possessed less than one year of experience, while 24.1% claimed 1–3 years, 19.1% indicated 4–7 years, 21.9% cited 8–12 years, and 8.1% exceeded 12 years of tenure, illustrating a blend of early-career and seasoned professionals. The study's results on employee engagement, work satisfaction, and organizational outcomes are more robust and applicable due to the diverse demographic distribution.

VII. Measurement Model/Confirmatory Factor Analysis

The study's measuring model was tested for validity and reliability using Confirmatory Factor Analysis (CFA). An integral part of structural equation modeling, confirmatory factor analysis (CFA) checks whether the indicators reliably and accurately measure the latent constructs and if the constructs are statistically distinct. Tabular data from the Confirmatory Factor Analysis may be found in Tables I, II, III, IV, and V.

TABLE III INDICATOR LOADINGS

Construct	Item	Loading	Sig
Employee Engagement	Empl_Engang1	0.586	***
	Empl_Engang2	0.830	***
	Empl_Engang3	0.800	***
	Empl_Engang4	0.860	***
	Empl_Engang5	0.682	***
	Empl_Engang6	0.674	***
	Empl_Engang7	0.641	***
	Empl_Engang8	0.579	***
Job Satisfaction	Job_Satisfaction1	0.613	***
	Job_Satisfaction2	0.874	***
	Job_Satisfaction3	0.808	***
	Job_Satisfaction4	0.911	***
	Job_Satisfaction5	0.890	***
Retention	Retention1	0.909	***
	Retention2	0.865	***
Productivity	Productivity1	0.942	***
	Productivity2	0.935	***
OCB	OCB1	0.844	***
	OCB2	0.901	***
Organizational Outcomes	Productivity	0.842	***
	Retention	0.634	***
	OCB	0.655	***

TABLE IV CONVERGENT VALIDITY AND RELIABILITY RESULTS

	Cronbach's Alpha	Composite Reliability (rho_c)	AVE
Employee Engagement	0.859	0.891	0.510
Job Satisfaction	0.881	0.914	0.683
OCB	0.690	0.865	0.762
Productivity	0.866	0.937	0.881
Retention	0.731	0.881	0.787
Organizational Outcomes	0.715	0.809	0.518

Item loadings and their significance are evaluated as the initial steps in CFA. Table III shows that all item loadings were identified as statistically significant at the 0.05 level, with the majority of values surpassing the suggested cutoff of 0.60. Since Job Satisfaction, Productivity, and Retention all have very high loadings, this proves that they are all valid indicators of their respective constructs. Step two is to check how reliable each component is. We used composite reliability (rho_c) and Cronbach's alpha to do this. Table IV shows that both measures had strong internal consistency,

meaning that they were higher than the acceptable level of 0.70 across all constructs.

TABLE V DISCRIMINANT VALIDITY RESULTS (FORNELL & LARKER CRITERIA)

	Employee Engagement	Job Satisfaction	OCB	Organizational Outcomes	Productivity	Retention
Employee Engagement	0.714					
Job Satisfaction	0.540	0.827				
OCB	0.402	0.434	0.873			
Organizational Outcomes	0.351	0.332	0.655	0.649		
Productivity	0.254	0.233	0.324	0.642	0.939	
Retention	0.094	0.039	0.125	0.634	0.349	0.887

Step three involves checking for convergent validity, which was established by calculating the AVE. Once again, all AVE values were greater than or equal to the 0.50 benchmark, as seen in Table IV, further demonstrating that the indicators of each construct account for a significant amount of variance. Finally, for discriminant validity, we used the Fornell and Larcker criteria. Table V shows that all of the constructs are distinct from one another experimentally, and that their AVE square roots are larger than what was shown in the construct association. In preparation for future, more in-depth structural investigations, these findings definitively prove the measuring model's validity and dependability.

VIII. HYPOTHESIS TESTING RESULTS/ SEM RESULTS

The predicted relation of the constructs was checked using Structural Equation Modeling (SEM). SEM is useful for checking if the structural model's paths are stable and relevant. The purpose of this suggested research was to identify any connections, either causal or correlative, between employee engagement, work satisfaction, and organizational results. You can see the results of the hypothesis testing in Table VI.

TABLE VI HYPOTHESIS TESTING RESULTS

	Path Coefficient (β)	Standard Deviation (STDEV)	T Statistics	P Values	Inference
(H1): Employee Engagement > Job Satisfaction	0.540	0.055	9.862	0.0000	Supported
(H2): Employee Engagement > Organizational Outcomes	0.243	0.080	3.015	0.0003	Supported
(H3): Job Satisfaction > Organizational Outcomes	0.201	0.086	2.326	0.020	Supported

The results of the hypothesis testing are disclosed in Table VI. The results support the first hypothesis (H1), hence giving an indication that the variable Employee Engagement has a significant positive impact on the variable Job Satisfaction with a path coefficient (#2) of 0.540, T-statistical value of 9.862, and a statistical probability of 0.000 according to employees in the opinion pool. When workers feel like they make a difference at work, it's safe to say that they're happy in their positions. The second hypothesis (H2) states that employee engagement affects the organizational outcomes positively, and the corresponding result can be revealed by the value of 0.243, T-statistic of 3.015, and a p-value of 0.003. This study shows that the engagement of employees is a vital aspect when it comes to the achievement of organizational outcomes such as employee retention, productivity, and the practice of organizational citizenship. In line with the third hypothesis (H3) that assumed potential positive effects of organizational outcomes on work satisfaction, the 0.201 2 2.326 and 0.020 2 p values are found. Based on these findings, it is accurate to state that a direct relationship exists between having a business full of satisfied employees and its productivity (Kim et al., 2013; Bandyopadhyay & Srivastava, 2022). All things considered, the conceptual model that was examined using SEM was confirmed because all three predicted associations were determined to be statistically significant. Fig. 1, as shown below, shows the estimated SEM path Coefficients.

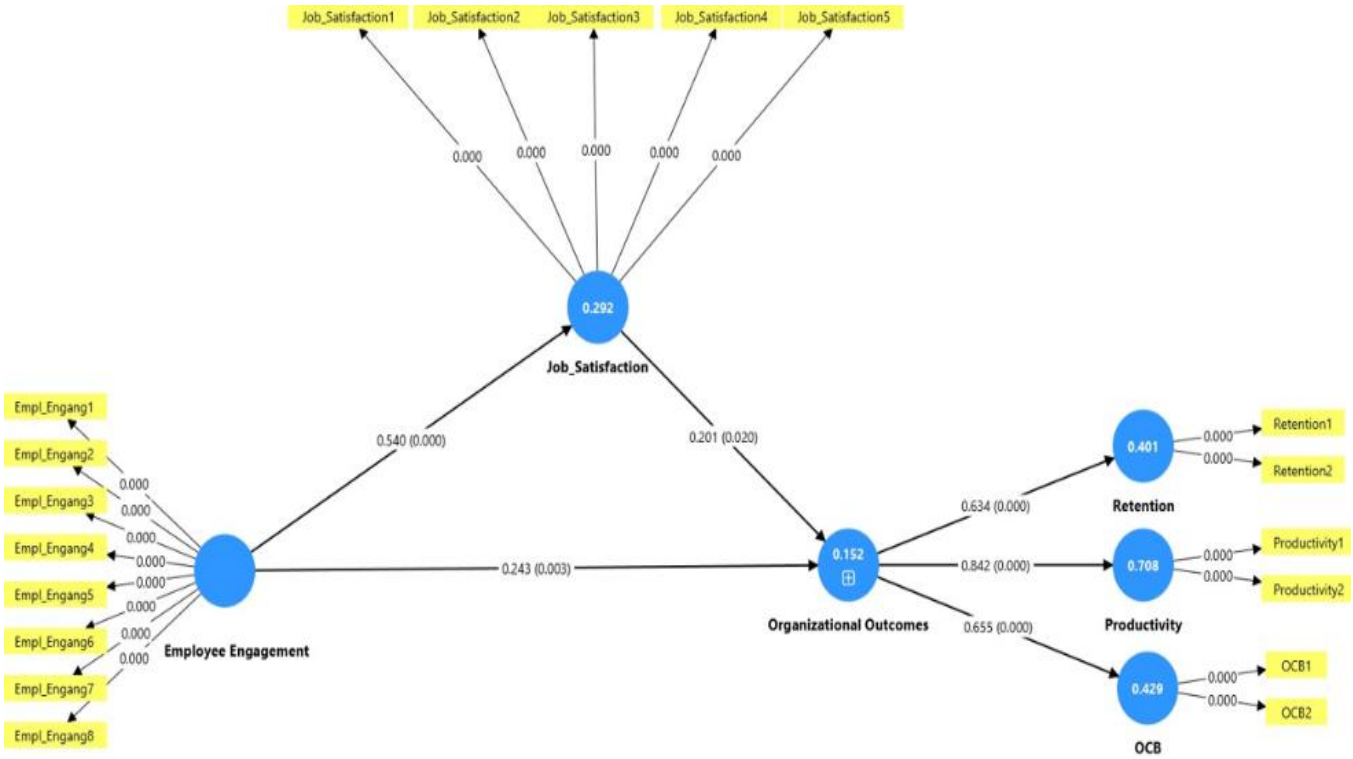

Fig. 1 The Estimated Sem Path Model.

Source: Author's Elaboration

IX. COEFFICIENT OF DETERMINATION

Coefficient of determination (R-square) is one of the significant measures in Structural Equation Modeling (SEM) analysis, as it indicates how much variation in the independent variables can be explained by variation of the dependent one. It shows the goodness of fit of the structural model to the data of every endogenous construct. The adjusted R-squared provides more accurate information, with consideration of the number of predictors. This is especially applicable in modeling with a high number of predictors. The result of the Coefficient of Determination is presented in Table VII.

TABLE VII COEFFICIENT OF DETERMINATION RESULTS

	R –squared	R-squared adjusted
Job Satisfaction	0.292	0.290
Organizational Outcomes	0.152	0.147
Productivity	0.708	0.708
Retention	0.401	0.400
OCB	0.429	0.428

Table VII. shows that employee involvement accounts for 29.2% of the variance in work satisfaction, with an R-squared value of 0.292. At 0.152, the R-squared value for organizational results is relatively lower, indicating that employee engagement and job satisfaction together account for 15.2% of the variation in organizational outcomes. The model explains a larger share of variance among the following organizational outcome sub-dimensions: The tremendous amount of predictive power exhibited by the model on productivity is backed by the fact that the model's R-squared score of 0.708 is excellent, as it shows that 70.8 percent of the variation can be explained by the model. On the same note, the predictors in the model explain 40.1 percent of the variance in retention and 42.9 percent of the variance in the organizational citizenship behavior (OCB), respectively, with moderate levels of R-squared of 0.401 and 0.429. The model explains important organizational outcomes to a moderate degree, according to these R-squared values. However, it has better predictive accuracy for other components, such as OCB, retention, and productivity.

Effect Size

Effect size is also the term used in determining the power of the influence of one variable on another independent variable, according to the structural equation modeling (SEM). The square of R is increased as a result. R-squared indicates the overall explained variance, whereas f-square helps to determine the strength of each association within the model. An effect of 0.02 is considered modest, 0.15 moderate, and 0.35 substantial by the standards set by (Reddy et al., 2023). Table VIII displays the findings of the effect sizes.

TABLE VIII EFFECT SIZE RESULTS

	f-square
Employee Engagement -> Job Satisfaction	0.412
Employee Engagement -> Organizational Outcomes	0.049
Job Satisfaction -> Organizational Outcomes	0.034

The regression analysis shows that there is a significant entailing engagement and job satisfaction as shown by Table VIII, where the F-squared is 0.412. This presents a positive indication of the strength of employee involvement in job satisfaction. Contrarily, employee engagement has a smaller but still significant impact on organizational outcomes (effect size = 0.049), suggesting that engagement has a role in these outcomes but is less important than job satisfaction in determining success. An effect size of 0.034 for work satisfaction's influence on organizational results is also minimal, suggesting that, if modestly, job satisfaction does contribute to organizational outcomes. Based on these findings, it's clear that employee engagement is an important component of work satisfaction, which is a secondary factor in the overall organizational outcomes.

X. MEDIATION RESULTS

The mediation analysis's goal was to ascertain if workers' job satisfaction levels moderate the connection between engagement in their work and the results achieved by their organization. Through the use of a third variable, mediation aids in comprehending the indirect effect of one variable on another, providing more thorough comprehension of the structural model's causal pathways. Table IX displays the mediation outcomes.

TABLE IX MEDIATION RESULTS

Hypothesis	Specific Indirect Effect	Standard Deviation	T Statistics	P Values	Bias	Lower	Upper	Inference
Employee Engagement > Job Satisfaction > Organizational Outcomes	0.109	0.051	2.143	0.000	-0.002	0.016	0.214	Supported

As can be observed in Table IX, there is a significant correlation between engaged employees and positive organizational outcomes. The T-statistic is 2.143, and the p-value is 0.000, which means that the proposed indirect role of employee engagement in work satisfaction is 0.109. Furthermore, the fact that the confidence range (Lower = 0.016, Upper = 0.214) does not contain zero provides additional evidence of a substantial mediating impact. This provides more evidence in favor of the hypothesis, which posits that engaged employees improve organizational outcomes via both direct and indirect means, such as higher levels of job satisfaction. Organizational outcomes, including retention, productivity, and organizational citizenship behavior, are favorably impacted by employee engagement, which in turn is positively correlated with job satisfaction. Job satisfaction is crucial in the function of acting as a partial mediator, as this finding shows.

XI. PLS PREDICT ANALYSIS

To determine how useful the structural model is for prediction, PLS Predict is employed. Q^2 reveals Out-of-sample predictive performance of the model by evaluating how well it can predict the data of omitted cases, whereas R-squared shows the model's explanatory power within the sample. Two more measurements that can be applied in determining the accuracy of the predictions include Mean Absolute Error (MAE) and the Root Mean Square Error (RMSE). The findings have been provided in Table X.

TABLE X PREDICTIVE ANALYSIS RESULTS

	Q2predict	RMSE	MAE
Job Satisfaction	0.280	0.856	0.599
Organizational Outcomes	0.115	0.944	0.731

According to Table V, the model has good predictive relevance for job satisfaction, as indicated by the moderate Q^2 value of 0.280 for Job Satisfaction. The model appears to accurately predict job satisfaction, as evidenced by the associated RMSE of 0.856 and MAE of 0.599. Considering the complexity of the construct, the Q^2 score of 0.115 for Organizational Outcomes is still adequate, indicating predictive relevance. Although the RMSE and MAE are of a slightly higher value than the work satisfaction values, they are not out-of-range as well (0.944 and 0.731, respectively). Combined, these results lend support to the predictive validity of the model under consideration and indicate that it is capable of reliably identifying the outcomes that may be present in an organization and an employee's degree of job satisfaction. This suggests that it is an effective instrument for evaluating the variables affecting the behavior and performance of employees.

XII. CONCLUSION

The research manages to verify a structural model that can be used in establishing the connection between employee engagement, job satisfaction, and the outcome of the organization via SEM methods. The results confirm that employee involvement is, in fact, the key driver of job satisfaction, which consequently has an overwhelming positive impact on key outcomes, e.g., retention, productivity, and organizational citizenship behavior. Mediation analysis further ascertains that job satisfaction is in partial mediation, which increases the indirect impact of engagement on organizational success. The constructions' goodness is determined by reliability and validity indices, such as Cronbach's Alpha, AVE, and composite reliability, which are above and close to the satisfactory norms (Basha & Ramaratnam, 2017; Krishnamoorthy & Basha, 2022). The relevancy of the model in a real organization is also established in the predictive capability, as shown in PLS Predict. These revelations highlight the need to invest in employee engagement practices and job enrichment programs as instruments to facilitate the achievement of employee-centered oriented results. Possibly through the involvement of engagement and integrated into a strategic

practice of HR, organizations can transform employee experiences and improve overall performance to make the leap towards workforce engagement and the Institute of Excellence.

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