

Promoting Employee Engagement in Work in Business Enterprises

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Abstract

The paper deals with the promoting employee engagement in work (EEW) in business enterprises. The engagement of employees in the field of activity is one of the most important aspects in order to be successful. The biggest assets of companies are their employees, on whom the profitable work of the company depends. These factors make promoting employee engagement one of the most important aspects.

The aim of the research is to analyze the promotion of engagement in work in business enterprises.

Research methods: scientific literature analysis, questionnaire survey, graphic representation, generalization.

Findings:

Scientific literature and the insights of researchers have revealed that employee engagement is an integral indicator of organizational success. The main factors that in one way or another encourage the employee to get engaged in the assigned tasks and perform them by combining his personal characteristics and the goals set by the organization were distinguished.

The conducted research revealed that remuneration, company activity and achieved results have the greatest influence on employee engagement. These engagement factors, together with the means of promoting employee engagement in work, which are divided into material and non-material, are the main aspect of encouraging employee engagement in work.

Originality of the research: the developed framework of employee engagement promotion can be applied in a business enterprise in order to improve employee engagement in work. This framework allows the company's manager to properly choose and apply measures to encourage work engagement. Applying this framework will reduce employee turnover and increase labor productivity.

Key words: employee engagement in work, employee promotion.

Date of Submission: 22-09-2023

Date of acceptance: 05-10-2023

I. Introduction

Relevance of the topic. As new technologies gain momentum in today's society, the labor market is becoming very wide, for these reasons it is becoming more and more difficult for company managers to attract and retain talented specialists. The engagement of employees in the field of activity is one of the most important aspects in order to be successful (Dziaugys, 2022). The biggest assets of companies are their employees, on whom the profitable work of the company depends. These factors make promoting employee engagement one of the most important aspects. In most cases, the promotion of employees is considered as material things such as money, bonuses, various discount or gift vouchers and the like. However, in order to properly encourage and motivate existing employees, receive feedback from them, ensure competence and performance of assigned tasks, material incentives alone are often not enough. In most cases, everything depends on the manager of the company and the application of the incentives he chooses for each employee. The promotion of employees and their engagement in work is analyzed by many authors (MacLennan, 2021; Pawar, 2018; Gauryliene and Kosakiene, 2017; Postelnyak, 2023; Smith, 2023; Jackson, 2022; Ryba, 2021; Thompson, 2021; Tenney, 2020; Liston, 2023; Gibson, 2010), some of them (Vance, 2006; Williamson, 2023; Luintel, 2022; Steinbach, 2022; Acharya, 2021; Ravi, 2021) highlight different factors that determine employee engagement at work, which is a manager's leadership style, his personal qualities, from each employee's moral beliefs and character traits, interests, etc. Grazulis et al. (2012); Hastwell (2023); Wickham (2022); Parsons (2022); Slingo (2023); Duncan (2021); Singh (2022) analyzed reading tools that allow employees to be maximally engaged in work. However, the scientific literature lacks a general framework or framework of employee engagement that can be applied in business enterprises to motivate employees to achieve better performance. Creating a framework of employee motivation and engagement can help to better assess and adapt the internal potential of employees to succeed in leadership positions and, in general, the desire to seek promotion. Only a properly motivated employee will ensure the successful operation of the company.

Research problem - How is employee engagement promoted?

The object of the research is the promotion of employee engagement in work.

The aim of the research is to analyze the promotion of engagement in work in business enterprises.

Objectives:

1. To analyze the theoretical aspects of promoting employee engagement in work.
2. To conduct a study of the promotion of employee engagement in work on the example of business enterprises.
3. To form a framework for promoting employee engagement in work in a business enterprise.

Research methods: scientific literature analysis, questionnaire survey, graphic representation, generalization.

Practical significance and application possibilities of the study. After analyzing the results obtained from the empirical study, a framework for promoting employee engagement in work was formed. A research methodology and a theoretical framework have been compiled, which is verified by the example of a business enterprise. The created framework can be applied in other business enterprises.

1. Theoretical Analysis of Employee Engagement

The concept of employee engagement. Various researchers have been actively examining the concept of employee engagement in work (hereafter, EEW) for several decades. Employee engagement in work (EEW) is an employee's commitment to the company, understanding the company's values, mission, vision and goals. The first table presents the definitions of different authors, which aim to find out the concept of EEW (see table 1).

Each author interprets EEW differently. Some associate engagement directly with the head of the organization, in other words, with maintaining the relationship between the head and the employee, while others believe that the employee can be equated with the workplace, which means identifying the employee's character traits and assigned duties. MacLennan (2021) believes that EEW is determined by the employee's direct relationship with the organization's values, which influence the employee to properly perform assigned tasks. All researchers agree that the tasks performed by the EEW are a strong indicator of how the organization as a whole is moving forward. According to Kahn (1990), engaged employees express themselves through work. From the data in the first table (see Table 1), it can be said that the authors describe EEW differently, but all emphasize the pursuit of benefits for the company through the emotional state, values, and dedication of the employee (Postelnyak, 2023; Smith, 2023; Jackson, 2022; Ryba, 2021). Scientists claim (MacLennan, 2021; Pawar, 2018; Gauryliene and Kosakiene, 2017) that the engagement of human resources in work depends on the internal state of the person, the level of satisfaction. This state depends on the difficulty of the assigned tasks, the definition of the specifics of the work and its execution.

Table 1.
Analysis of the Concept of Employee Engagement in Work (EEW)
(Source: made by the authors)

Researcher	The concept of EEW	The key element
Kahn (1990)	Work engagement refers to the degree to which a person prioritizes work in order to promote a connection between self and work.	Degree for job preference
Shaucel et al. (2002)	It is a two-way relationship between an employer and its employees, when employees are positively, emotionally and intellectually committed to the organization and its success.	Relations between employer and employees
Marcer (2007)	It is a state of mind thanks to which employees feel interested in the company's activities.	State of mind
Gauryliene and Kosakiene (2017)	The basis of human resources is people and the ability to direct them in the right direction for the organization to achieve the desired results.	Achieving results
Pawar (2018)	Employee engagement is a characteristic of the relationship between an organization and its employees.	Organization-employee relations
MacLennan (2021)	Employee engagement is about an employee's connection and commitment to their workplace.	The employee's relationship with the workplace
Ryba (2021)	Employee engagement is the strength of employees' mental and emotional connection with their work, teams and organization.	The strength of employees' mental and emotional connection
Jackson (2022)	Employee involvement is the active participation of employees in activities that help the company realize its purpose and achieve the set goals.	Employee participation in activities
Smith (2023)	Employee engagement is a human resource concept that describes an employee's level of enthusiasm and commitment to their work.	The employee's level of commitment to work
Postelnyak (2023)	Engagement means that employees feel connected to the company's values and want to do great work even when no one is watching.	Connection with company values

Employees take actions every day that have an impact on the results of the tasks performed, for this reason EEW is one of the most important factors of the organization. According to Zabielske (2019), loving one's work creates more favorable working conditions. When the work, the working environment, the behavior

of the manager and the chosen type of leadership are motivating, it is natural that the subordinate feels good and willingly contributes to the achievement of organizational goals. It can be understood that the emotional state of a person has great importance for the employee's involvement in the tasks being performed. Involvement in action is inseparable from positivity and negativity. Positivity in this context can be seen as one of the most desirable qualities, such an individual easily overcomes various obstacles in assigned tasks. Behavioral scientist Slingo (2023) analyzed 35 years of empirical research on goal setting, and claims that goal pursuit provides a person with psychological clarity, as a result of which a person fully engages in the activity assigned to him. Plans for the future also have a great influence, a person strives for growth and development while performing his work. Long, monotonous processes start to stress employees over time, to avoid this and to maintain employee engagement, organizations must expand and grow.

In conclusion, the analysis of the scientific literature suggests that EEW is very important for the success of the company, given its clear relationship with job satisfaction and employee morale. Some researchers emphasize that employee engagement is the connection and relationship between the employee and the employer, others believe that it is the active participation of the employee in the company's activities. The analysis of the literature shows that researchers do not provide a unified definition of employee engagement in work. Communication is an essential part of creating and maintaining EEW. Effective communication and the internal environment of the company encourage the employee to better perform assigned tasks and get involved in activities.

Reasons for employee engagement in work (EEW). There are many factors that make up the process of EEW, and this can be seen in the works of different researchers (e.g. Thompson, 2021; Tenney, 2020; Liston, 2023; Gibson, 2010). The HR framework is a blueprint that details how to make an employee feel valued, empowered and productive at work. This is the basis of the company's culture. The framework includes the implementation of policies and the correct behavior of managers. Thompson (2021) and Tenney (2020) argue that EEW is influenced by many different factors that can become a major challenge for organizations. Although, as stated, reward is always the main factor that engages employees, but it is not the only and most important motivating factor for employees to get involved in the organization's activities. Partnership is more than salary, but salary is a key component of partnership if a proper earning system is provided (Gibson, 2010). Liston (2023) emphasizes that disengaged employees cost organizations more than one engaged employee. Such an employee is characterized by passivity, reluctance to perform assigned tasks or communicate with colleagues and the manager. Very sensitive to criticism, the results of the tasks performed and work productivity are often below average. Zvinger (2012) presented a pyramid structure-based HRM framework that shows the most important factors of EEW (see Figure 1).

Figure 1.
David Zvinger's Pyramid Model of Employee Engagement in Work
(source: compiled by the authors, according to Zvinger, 2012)



The model consists of ten blocks. Its simplicity hides details and factors that encourage employees to EEW. When analyzing the pyramid, it is observed that the four factors at the bottom are depicted as the most essential things. The main factors at this level are focused on improving the well-being of employees, highlighting strengths. Zvinger's (2012) model consists of the most important factors that are focused not only on the goals of the organizations, but also on the personal qualities of the person, thanks to which the employee

becomes an excellent specialist and brings the appropriate profit to the organization. According to the author, this pyramid model obliges the employer to act in such a way that all persons working in the company feel engagement factors that directly depend on the manager's own behavior towards employees. Each block has its own meaning, the second table shows the values of the pyramid blocks (see Table 2).

Table 2.
The meaning of the Pyramid Model of Employee Engagement in Work
(Source: made by the authors)

No.	Block meaning	Interpretation of the meaning
1.	Improving well-being	The employee's proper well-being ensures the fulfillment of the organization's goals and aspirations.
2.	Obtaining energy	Energy comes in many forms – mental, emotional, physical, organizational and spiritual. How much an employee can get involved in work directly depends on it.
3.	Usage of strengths	Managers notice employees' strengths and develop them. Employees feel motivated by doing what they do best.
4.	Making sense	Matching the nature of work and personality traits. Self-realization of employees.
5.	Building relationships	Creating manager-employee relationships as a social phenomenon that makes the employee feel needed, useful and valued.
6.	Peer recognition	Not disputing the individual benefits of authentic recognition for each employee. An employee feels better when working in a friendly team where his authority is recognized.
7.	Personal achievements among colleagues	Opportunity and encouragement of personal development. This raises employees' self-motivation and self-realization.
8.	Increasing performance	Manager's approach to feedback, impact on employees.
9.	Making progress	Excellent knowledge of the work performed and the ability and desire to improve.
10.	Achieving results	Involvement of employees in the analysis and discussion of results.

Managers have a huge impact on everyone's engagement, happiness and health, and it's a manager's job to keep their team engaged and focused on the task at hand (Copping, 2021). Researchers (Vance, 2006; Williamson, 2023; Luintel, 2022; Steinbach, 2022; Acharya, 2021; Ravi, 2021) who study EEW highlight key factors such as the manager's behavior and attention to the subordinate, the employee's own self-motivation, personal similarity of moral and organizational values, work culture, harmonious communication with colleagues, as well as material costs - monthly salary and corresponding bonuses. Vance (2006) emphasizes that trust in each other is an integral factor in promoting EEW, and Steinbach (2022) states that the main factor that encourages EEW is skill development (see Table 3).

Table 3.
Factors Driving Employee Engagement in Work (EEW)
(Source: made by the authors)

Author	EEW factor	Interpretation of the factor
Vance (2006)	Employee and manager trust each other	Employee engagement is inextricably linked to employer practices.
Williamson (2023)	Employee and organizational culture interfaces	Employees who fit the company culture are more likely to be engaged in their work.
Luintel (2022)	The employee's personal attitude in terms of the company's values	Job satisfaction is a key factor in employee engagement related to employee morale.
Steinbach (2022)	Possibilities of upgrading the employee's qualifications	Employees want to be successful in their duties and need adequate training. According to many surveys, training and development programs are the main driver of employee engagement.
Acharya (2021)	Communication and understanding among employees	When employees have a good relationship with each other, if they are more willing to help their colleagues. This is seen as a good sign as employees become more responsible and involved in the growth of the organization.
Acharya (2021)	Employee compensation system as a motivational factor	Earning a salary is the driving force of every employee in any organization.
Ravi (2021)	Recognition of the employee in the context of the results of the tasks performed	Leaders and managers must recognize and praise employees frequently, which is a powerful driver of employee engagement.

EEW is encouraged by different factors - the manager's behavior and attentiveness towards the subordinate, the employee's own self-motivation, the similarity of personal moral and organizational values, work culture, harmonious communication with colleagues, as well as material costs - monthly salary and corresponding bonuses. Vance (2006) emphasizes that trust in each other is an integral factor in promoting EEW, and Steinbach (2022) claims that the main factor promoting EEW is skill development.

In the scientific literature, it can be observed that there are not only factors that promote EEW, but also factors that promote non-engagement. In order to understand the determining factors that influence the passive behavior of employees towards the organization, it is necessary to examine the reasons that may lead to the

reluctance of employees to get involved in the activities carried out in the organization. When the working environment or company policies do not meet the expectations of employees, they become disappointed - big or small disappointments prevent employees from feeling job satisfaction and engagement (Mazour, 2019). Employee non-engagement can be caused by aspects such as work stress, uncertainty of tasks, or a short deadline for completing them. Also, excessive work and workload, lack of flexibility (working hours, holidays, etc.), even a low organizational culture, can prevent an employee from being interested in the relevant processes taking place in the company, the work being performed. Olsauskaite (2020) points out that the lack of engagement of employees in work is determined by the following factors: organizational culture, lack of self-confidence, lack of employee competencies, unwillingness to change the work environment, lack of information. Employee non-engagement can also be influenced by the characteristics of the employer, such as: management culture, risk of innovation, lack of trust in employees, lack of managerial competencies. According to Malinauskaite (2013), non-involved employees not only determine the negative results of the company, but also the company's culture. On the basis of the analyzed literature, it can be stated that the factors contributing to disengaged employees are: passive behavior of the employee, stress experienced at work, incompetency of the manager, organizational culture.

Summarizing the analyzed scientific literature, it is possible to say that different authors define different factors of EEW. Some authors claim that improving the employee's well-being, highlighting his strengths are one of the most important factors in order to engage employees at work, others believe that the satisfaction of physiological needs is an integral feature EEW. However, the analyzed literature has revealed that the most important factors of EEW are the relationship between the employee and the employer, mutual trust, as well as an equally important factor of involvement in work is the improvement of employee qualifications, which not only EEW, but also increases the work productivity of companies.

Benefits of EEW to the organization. EEW has benefits for all factors related to the working environment - employees, teams and most importantly the organization itself. When employees are truly engaged, teams go from good to great. Challenges turn into opportunities, results into achievements (DeBara and St-Aubin, 2022). Only a motivated and properly engaged employee will achieve maximum results. Factors such as EEW also depend on the manager and the organizational culture itself. It cannot be ruled out that the involvement of employees in ongoing processes in the organization is a very important factor. Employees are one of the most important resources that determine the success of an organization or company, ensure the profit and stability in the market. In an increasingly competitive environment, engaged employees take organizations to a higher level of performance, are more innovative, and ensure a more sustainable place for the organization (Lewin, 2021). *Better teamwork.* EEW is useful not only for individual employees but also for the whole team. When multiple engaged employees work together, they create better teamwork. Teamwork involves all employees and mobilizes them to complete all the tasks that have been set. Tasks completed are an important goal of a for-profit organization.

Increased employee productivity. For engaged employees, the end goal is very important, which also becomes the most important aspect for organizations. They are efficient and perform better work, which means higher productivity and higher returns for the business itself. Increased productivity increases the profit margin of the organization.

Goals set and achieved. Engaged employees achieve the goals most important to the organization's existence more easily and quickly.

Reducing stress in the work environment. For engaged employees, some stress at work is usually much more manageable and can even become a motivator. The better the working environment, the easier it is for employees to work, and for organizations to achieve their goals faster and more efficiently.

Less employee absenteeism. When workloads become overwhelming and work-life balance is not achieved, engagement falls and absenteeism increases. As a result, engaged employees look forward to work, innovate easily, achieve goals, and perform at their highest level. The organization gets a qualified employee who willingly completes the tasks and again brings profit.

Lower staff turnover. An employee who is engaged, relaxed and achieving their goals is less likely to leave the workplace, as constant turnover increases the cost of finding, selecting and training new employees.

Krazauskiene (2022) claims that employee engagement is closely connected with three aspects that create the value of organizations - quality of work, commitment to the company and employee experience. However, according to Martic (2022), the benefits of high employee engagement in the workplace are many, and increasing this engagement is one of the top priorities of employers worldwide. It is possible to single out several benefits for organizations that have the most important aspects: higher employee productivity and company profitability, better workplace culture, lower employee turnover, better employee safety, higher work productivity, more teamwork. However, Lewin (2021) states that EEW is inseparable from productivity and emphasizes that the greatest benefit to the organization is good and quality work. Harter (2013), emphasizes that

engaged employees bring better results to the organization, which lead to higher turnover and corresponding profits. Analyzing the scientific literature shows that EEW is an important part of the organization. According to Patro (2013), EEW and motivation predict organizational performance, success and financial stability. According to the authors, the greatest benefits for organizations are determined by 6 main features:

- *Increased Profits and Productivity*: EEW increases the profits earned and employee productivity.
- *Higher quality*: helps maintain better quality of work.
- *Loyal customers*: allows you to gather a circle of loyal customers, create a mutual relationship between the customer and the employee.
- *Financial success*: effective EEW increases organizational profits and financial success, while enabling employees to earn more.
- *Employee Performance*: engagement is a force that motivates employees to perform better and contribute to the organization.
- *Employee retention*: employees tend to stay with the organization, not looking for alternative job offers. It saves material costs for employee selection, qualification and hard aspects when recruiting a new employee.

The benefits are seen not only in a financial sense, but also take into account aspects such as employee retention, lower employee turnover, improved work quality, and the achievement of goals set in the organization.

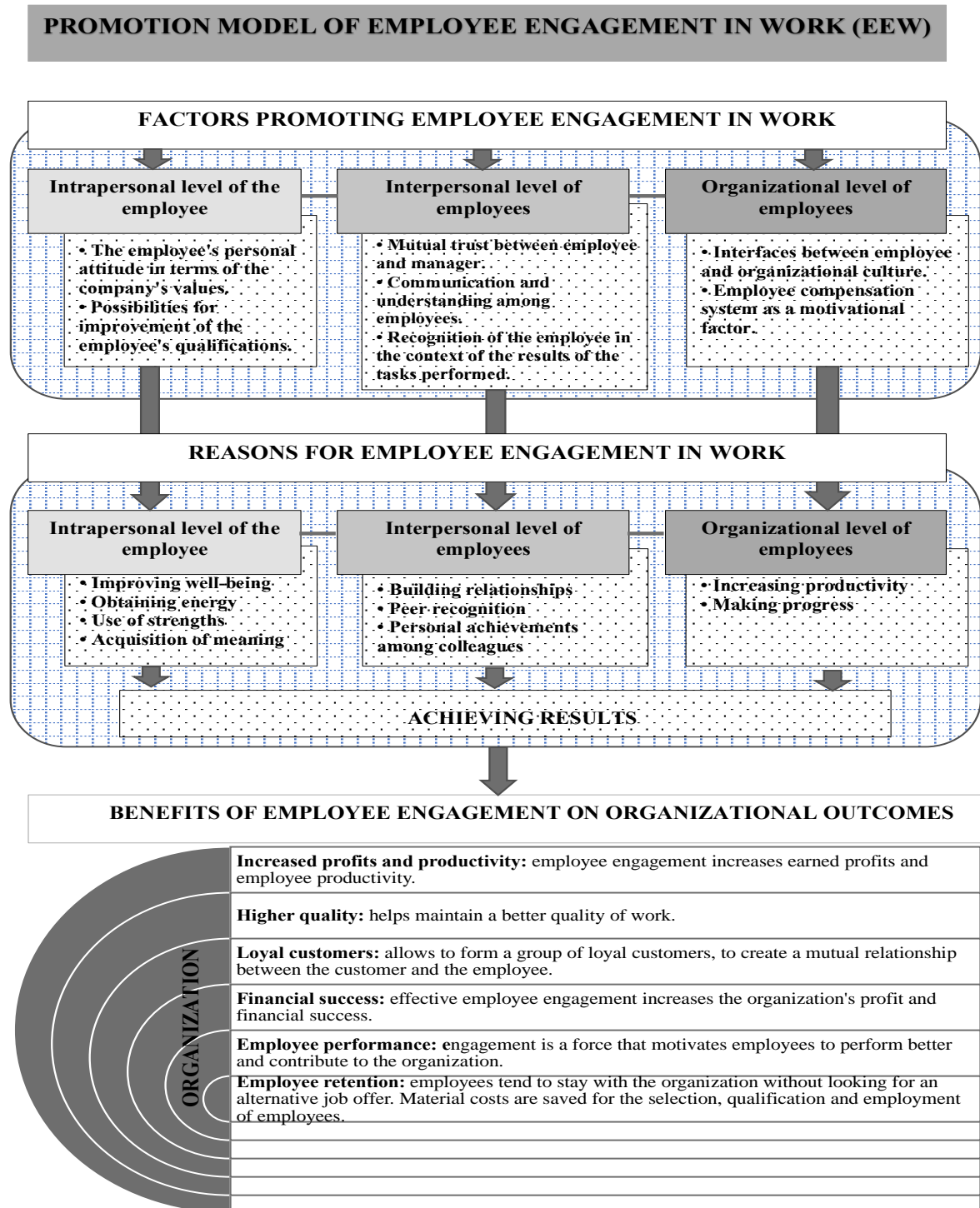
In conclusion, it can be said that the benefit of EEW and promotion for organizations is one of the most important factors. Engaged and motivated employees perform smoothly and confidently, which is an integral aspect of the daily life of a for-profit organization. EEW and promotion, ensures smooth and harmonious operation of the organization. Based on the insights of the scientific literature, it can be seen that many scientists talk about the benefits to the organization. However, the analysis did not reveal any information about the benefits of EEW for employees.

A theoretical framework of EEW promotion. After the analysis of the scientific literature on the promotion of EEW, a theoretical framework of the promotion of EEW has been created.

Based on the presented framework (see Figure 2), it can be seen that EEW or lack of engagement is directly related to the activities performed in the organization. It is important to highlight the fact that a properly engaged and encouraged employee will seek not only to satisfy his physiological needs, but will also get involved in the activities of the organization, try to realize himself, to give meaning to the work he is doing.

Three levels are distinguished in the framework: employee intrapersonal, employee interpersonal, and employee and organization. Factors that count employees directly influence the reasons for engagement or non-engagement in the work of the organization, which determines the final results and affects the performance of the company. Therefore, by applying this framework, it is possible to increase the motivation of employees to engage in work and achieve better company performance results.

Figure 2.
Theoretical Framework of EEW Promotion
(Source: made by the authors)



It is concluded that a properly engaged and motivated employee will strive to achieve the set goals. Involvement in the processes taking place in the organization will encourage the employee and keep him as long as possible. In this chapter, a theoretical analysis of the promotion of EEW was carried out. It was found out what factors influence the EEW organization, what tools encourage the performance of assigned tasks and what motivational factors can be used in the company's daily activities. Insights from the scientific analysis show that

promotion and EEW are extremely important in order to avoid passive employee work, absenteeism, or other aspects associated with the employee's reluctance to achieve results. EEW and encouragement to work are not only factors that are favorable for ensuring the needs of the employee himself, but also determine the profit of the organization, the ability to compete in the market, attracting potential and existing customers, ensuring reputation. An organization's need to engage employees is inseparable from the quality and availability of services and support.

2. Study of Promoting Employee Engagement in Work (EEW) in Business Enterprises

Research methodology and organization. In order to find out the promotion of employee involvement in work, a study was conducted in business enterprises, during which employees of several business companies were interviewed.

The purpose of the study is to determine the promotion of employee engagement at work.

The research method is a quantitative, questionnaire survey, interviewing employees of selected business enterprises. Data is collected through an online survey. The questionnaire consists of 12 questions. This quantitative survey method makes it possible to survey employees from different departments of the city, therefore, in order to conduct the research, the online site www.apklausa.lt was used effectively.

Research sample - the sample of a survey is created in such a way that its characteristics reflect the company as a whole. The sample size is determined according to Paniotto's formula: $n = 1/(\Delta^2 + 1/N)$, where: n - is the number of cases in the sample group, N - is the general set, Δ - is the size of the error. When $N = 1300000$ (working in Lithuanian business enterprises) with 5 per cent error n is 384, so 384 employees need to be interviewed for the research.

Table 4.
Research Instrumentation
(Source: made by the authors)

Topic of the block	Criteria of the block	Criterion questions of the questionnaire
(1) Engagement in work	The concept of work engagement, factors	<ul style="list-style-type: none"> • How do you understand the concept of work engagement? • Is engagement in work important to you? • In your opinion, whether the company applies engagement in work factors? • What factors encourage you to get engaged in work?
(2) Promotion of employees	Promotion concept, tools	<ul style="list-style-type: none"> • How do you understand the concept of employee promotion? • What are the most acceptable means of promotion for you? • From 1 to 5, rate the measures that most promote your engagement in work.
(3) The benefits of engagement	The benefits of work engagement for the organization and respondents	<ul style="list-style-type: none"> • In your opinion, what benefits does the company receive by encouraging employees to engage in work? • What benefits do you get when your employer encourages you to get engaged in work?
(4) Demographic data	Respondents	<ul style="list-style-type: none"> • Your gender? • Your age? • What are your duties in a company? • How long have you worked for the company?

The research instrument – empirical research is based on the results of the scientific literature on the promotion of EEW conducted in the first part. In order to determine the promotion of EEW, a research instrument was created (see Table 4).

The first block consists of open-ended questions and one closed-ended question, which aim to find out how the employees understand EEW and what factors determine their engagement.

The second block consists of three questions, the main purpose of which is to find out how the concept of motivation is understood and what measures most encourage employees to engage in work.

The purpose of the third block is to find out the opinion of the respondents about the benefits of being involved in work for them, as well as to find out the opinion of what benefits their involvement in work brings to the organization. This block consists of two open-ended questions.

The fourth block aims to find out the respondents' demographic indicators, age, gender, job duties, and the length of time the respondents have been working in the company.

With the help of a questionnaire survey, **the aim** was to find out the promotion of EEW in the company. During the survey, employees working in the company and holding different positions were interviewed.

Research ethics - conduct research guided by the following ethical principles: respect for personal privacy, confidentiality and anonymity, benevolence and justice. Before starting to fill out the questionnaire, the employees were informed in writing that the questionnaire is anonymous and that they do not lose their privacy when answering the questions. Respondents are also informed that participation in the survey is not mandatory and is done only by their choice, they may not participate in the survey or terminate it at any time without giving

any reason. At the beginning of the questionnaire, the benefits of the questionnaire survey for the employees and the company manager are presented (Zydzianaitė and Sabaliauskas, 2017).

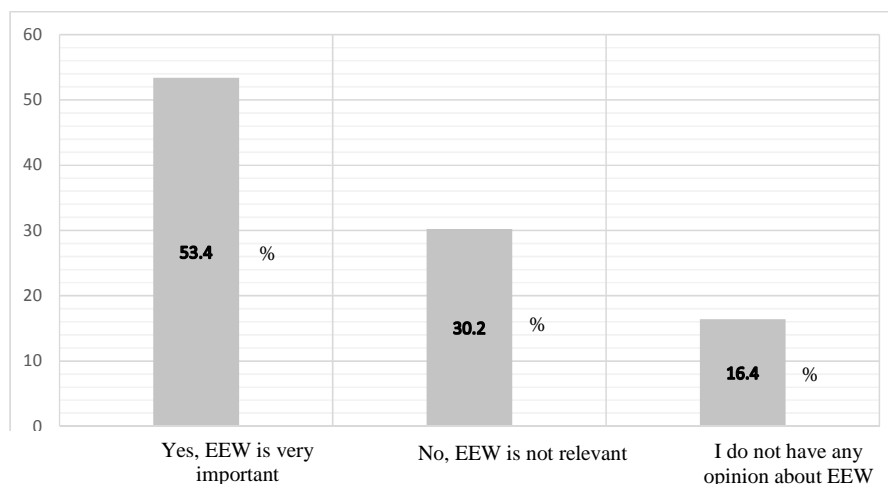
Analysis of the results of the questionnaire survey

The aim of the research was to find out the opinion of the respondents about EEW. During the research, 385 respondents filled out the online survey.

Demographic age data of research participants showed that the vast majority of respondents belong to the 21-32 age group, which is 45.5 per cent of all the respondents, but in the age group 36 - 50 there is also a large number of respondents, which is 42.1 per cent of all respondents. Women participated more actively than men in the online survey (women - 77.7 per cent, while men - 22.3 per cent). In order to determine the opinion of employees about the measures that promote entrepreneurship in the company, it is important to find out how long the employee has been working in the company, therefore, based on the results obtained, it can be seen that the vast majority of the respondents have been working in companies for 1 to 5 years, 51.2 per cent and only a small part of 6.6 per cent more than ten years.

The answers received from the respondents about the concept of the concept of EEW show that the vast majority of respondents (27.3 per cent) understand the concept of EEW as giving preference to work, promoting the connection between oneself and work. It can be seen that as many as 17 respondents (14.7 per cent) believe that EEW is related to communication and commitment to the workplace. Based on the obtained result, it can be observed that the respondents who chose this answer option work for the satisfaction of physiological needs because they are committed to the workplace. The obtained data show that the interviewees hardly associate work engagement with the relationship between themselves and the employer. Only 6.9 per cent of them chose this answer, so it can be concluded that the vast majority of employees do not have direct contact with the manager, who is identified as the employer. The second question of the questionnaire was aimed at finding out whether work engagement is important to the company's employees.

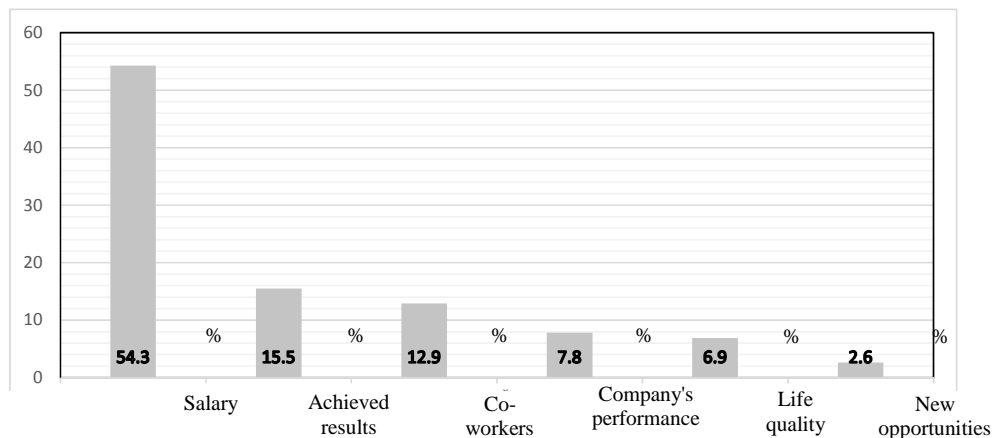
Figure 3.
Importance of EEW
(Source: made by the authors)



More than half of the employees (53.4 per cent) say that EEW is very important to them. According to the obtained results, it can be said that the vast majority of employees working in the company perform their work in an engaged manner. 16.4 per cent do not have an opinion about EEW at all. Some employees (30.2 per cent) do not emphasize engagement in work at all, which means that they perform the tasks assigned to them without engagement, so it can be concluded that they are not satisfied with their work (see Figure 3).

The opinion of employees about whether the company applies EEW factors and what factors most encourage employees to get engaged revealed that the vast majority of respondents (69.8 per cent) believe that companies apply EEW factors, and only 30.2 per cent claims that the factors of EEW are not applied in companies (see Figure 4).

Figure 4.
Factors Driving EEW
(Source: made by the authors)



The results of the research revealed that new duties, salary increase and benefits are one of the most popular answers in the questionnaire survey, as many as 32.8 per cent of employees agree with this meaning of the concept. The rest of the surveyed respondents believe that promotion is a means of employee retention, a prerequisite for successful performance, motivation and recognition. Analyzing the data obtained during the study, it can be seen that only 10.3 per cent of employees see this as positive feedback focusing on effort rather than results. In order to find out what measures most encourage employees to get engaged in work, it was found that even 87.1 per cent of employees believe that material means encourage them to engage in work more than non-material means of encouraging work involvement. The results of the study revealed that only 12.9 per cent of employees would be encouraged by non-material incentives.

According to the results of the research, it can be said that the salary is the most motivating factor for EEW, it is noticeable that only a small part of the respondents said that their salary does not attract them at all. Respondents' answers were similarly distributed when they wanted to know about one-time payments or bonuses and additional merit payments. Even 60.3 per cent of the respondents said that their EEW has an influence and is highly involved in merit-based payments, and 63.8 per cent felt that the extras also greatly encourage them to engage in work. The allocation of additional rest days has a significant impact on employee engagement, which is also reflected in the results of the study, when 50.9 per cent believe that the extra days off encourage them to engage in work. Analyzing the results of the survey, the least effective means of employee engagement and promotion emerged, it can be seen that discounts on goods are not so important to employees. Health and life insurance as a tool, as well as improvement of work processes, can be seen in the low employee engagement in terms of promotion. After analyzing the means of promoting EEW, it can be seen that material and financial means of promotion have a great influence on EEW and their promotion.

According to the results of the survey, it can be seen that in the opinion of the respondents, the promotion of EEW brings more profit to the company, 25.1 per cent think so. Although profit is the most important goal of the company, it is observed that employees agree with other statements as well. According to the respondents, when an employee is engaged, employee productivity increases, which leads to less stress in the workplace and the achievement of company goals.

During the literature analysis, it was noticed that the benefits of EEW for the company are widely described, but there is significantly less information on the benefits of EEW for the employee. For this reason, during the survey, we wanted to know what benefits employees feel when they are engaged and encouraged to work. Respondents were asked to give their reasons for what they think gives them the most benefits when they are engaged and motivated to work. The results obtained during the study show that, after all, employees feel various benefits when they are engaged in work and encouraged. When analyzing the employees' arguments, the most recurring answer was financial benefit. Employees work to meet their needs, which requires finance. It is noticed that employees feel the benefits of their personal development, as well as a better understanding of the company's activities and the meaning of their work, when they get engaged in work.

Summarizing the results of the study, it can be said that employees understand work engagement as prioritizing the individual in promoting the connection between oneself and work. According to the received questionnaire data, it can be seen that the vast majority of employees do not have a direct relationship with the employer, so this does not affect their involvement in work. Employees understand the concept of promotion as an increase in salary and duties. Material incentives most engage them and encourage them to work. Analyzing

the results of the study, it was observed that employees are most encouraged to engage in work by means such as salary, bonuses, and various benefits. Intangible measures are less motivating for employees to engage in work, but it is observed that giving employees additional days off is one of the best means to engage them and encourage them to work. The results of the study show that employee engagement and promotion bring higher profits to the company, improve teamwork and company productivity. It was also revealed that employees who are engaged in work and encouraged feel the most monetary benefits, better understand the company's operational processes, and improve.

II. Conclusions

1. Scientific literature and the insights of researchers have revealed that employee engagement is an integral indicator of organizational success. Human resource is the main and most important tool of every organization to achieve its goals. In the first chapter, the main factors that in one way or another encourage the employee to get engaged in the assigned tasks and perform them by combining his personal characteristics and the goals set by the organization were distinguished. It was also reviewed that measures to encourage employee engagement in work can act and influence each employee differently. Promotion is assigned to an individual type of person, according to which means are selected to motivate and encourage the employee. It is said that the success of any organization depends inextricably on employee engagement, so it is extremely important to understand what motivational measures are appropriate in relation to the individual characteristics of each employee.

2. The conducted research revealed that remuneration, company activity and achieved results have the greatest influence on employee engagement. These engagement factors, together with the means of promoting employee engagement in work, which are divided into material and non-material, are the main aspect of encouraging employee engagement in work. The study showed that employee engagement is beneficial not only for the company, but also for the employee. Three benefits to an engaged and motivated employee were identified: financial benefits, personal development and career opportunities.

3. The developed framework of employee engagement promotion can be applied in a business enterprise in order to improve employee engagement in work. This framework allows the company's manager to properly choose and apply measures to encourage work engagement. Applying this framework will reduce employee turnover and increase labor productivity.

III. Recommendations

The conducted research revealed that the company has more applied material measures to encourage employee engagement in work, therefore, based on the results of the study, the following recommendations are presented: to look for new and attractive measures to encourage employee engagement in work, in order to discover new measures to encourage employee engagement in work, to regularly monitor employee engagement activities and promotion measures, to strengthen employees' communication and cooperation competences, with the help of which it would be possible to understand and clarify the wishes of employees, and thus apply engagement and promotion measures.

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