# STRATEGIES THAT INFLUENCE EMPLOYEE ENGAGEMENT: A STUDY

# OF THE JORDANIAN ELECTRIC POWER COMPANY LIMITED (JEPCO)

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# ABSTRACT

Nowadays, the importance of retaining and attracting skilled Employees for the success of organization was recognized by business leaders. Therefore, organizations have progressively centered on Employee engagement in the last two decades as an approach to augment the skills and abilities of human resource. The increased focus on employee engagement was not surprising due to the benefit attached with it were clear. Furthermore, recent research has found that employee engagement not only enhance their job performance but is also helpful in skills up gradation. The purpose of this study is to examine and gain a better understanding of the strategies that influence the employee engagement in JEPCO. This study was done among 108 staffs in JEPCO. The data were collected through questionnaires and analyzed by using (SPSS). Throughout the statistical analysis – correlation analysis, it is found that there is a significant relationship between the three independent variables namely Employee Communication, Rewards system and leadership support with the dependent variables, Employee Engagement. Among all three independent variable, leadership support is found to be the most independent variable in driving the employee engagement in JEPCO.

**Keyword:** Employee Engagement, Leadership Style, Reward System, Communication, Performance.

# ABSTRAK

Kepentingan mengekalkan dan menarik Pekerja mahir untuk kejayaan sesebuah organisasi telah diiktiraf oleh pemimpin perniagaan. Oleh itu, organisasi telah beransur-ansur tertumpu kepada penglibatan pekerja dalam dua dekad yang lalu sebagai satu pendekatan untuk meningkatkan kemahiran dan kebolehan sumber manusia. Tumpuan lebih kepada penglibatan pekerja tidak mengejutkan kerana manfaat yang dilampirkan dengan ia adalah jelas. Tambahan pula, penyelidikan baru-baru ini telah mendapati bahawa penglibatan pekerja bukan sahaja meningkatkan prestasi kerja mereka tetapi juga membantu dalam kemahiran penggredan. Tujuan kajian ini adalah untuk mengkaji dan mendapatkan pemahaman yang lebih baik terhadap strategi yang mempengaruhi penglibatan pekerja dalam JEPCO. Kajian ini dijalankan di kalangan 108 kakitangan di JEPCO. Data yang telah dikumpulkan melalui soal selidik dan dianalisis dengan menggunakan (SPSS). Sepanjang analisis statistik - analisis korelasi, didapati bahawa terdapat hubungan yang signifikan antara ketiga-tiga pembolehubah bebas iaitu pekerja Komunikasi, sistem Ganjaran dan sokongan kepimpinan dengan pembolehubah bersandar, Employee Engagement. Antara ketiga-tiga pembolehubah bebas, sokongan kepimpinan didapati pembolehubah yang paling bebas dalam memacu penglibatan pekerja dalam JEPCO.

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# CHAPTER 1

# INTRODUCTION

## 1.1 BACKGROUND OF THE STUDY

Historically, the importance of retaining and attracting skilled employees for the success of organization was recognized by business leaders. Then, organizations have progressively centered on employee engagement (EE) in the last two decades as an approach to enhance the skills and abilities of human resource. The increased focus on employee engagement was not surprising due to the benefit attached with it were clear. Furthermore, recent research has found that employee engagement's engagement not only enhance their job performance but is also helpful in skills raise. Additionally, employee engagement also results in organizational profit, customer satisfaction and employee income and productivity. Thus, organizations which do not focus on employee engagement suffer through the bottom line and competitive disadvantage (SHRM Foundtion, 2016; Trussa et al., 2013).

Everything in this world is bound to change, as well as a change in an organization is a certain thing that will happen. In the aspect of this change, an organization requires a powerful strategy to pass the transition successfully. The engagement paradigm is a powerful alternative approach to the variations in the organization or company. This paradigm produces an organization with people who know about the organization and enthusiastic to performance. Furthermore, a business that focuses on employee engagement develop the ability to face not only the present problems and challenges but also the future challenges well because it involves all elements in it to contribute (Axelrod, 2002; Hendrayati, 2015).

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