

# Employee Disengagement in Diverse Organizations: A Short Empirical Paper

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## Abstract

This short paper condenses the uploaded project into an approximately ten-page academic paper using the formatting logic of the sample short paper. Based on 145 valid responses from employees across varied backgrounds and work arrangements, the source study examines how organizational and psychological conditions shape disengagement and whether demographic variables materially change that pattern. The evidence shows that employee disengagement is associated most strongly with recognition, reward fairness, workload pressure, emotional exhaustion, managerial support, leadership communication, inclusion, and work–life balance. In contrast, demographic variables such as gender, age, education, work experience, and work arrangement show only limited isolated statistical differences. The paper therefore argues that disengagement is better understood as a workplace-experience problem than as a demographic problem. The findings imply that organizations can reduce disengagement through consistent recognition systems, fair rewards, better workload design, stronger managerial coaching, healthier communication, and inclusive work practices.

**Keywords:** employee disengagement, diverse organizations, recognition, workload, emotional exhaustion, managerial support, inclusion, work-life balance.

## I. INTRODUCTION

Employee disengagement has become a persistent concern for organizations because it weakens productivity, lowers commitment, reduces discretionary effort, and raises turnover risk. The uploaded manuscript defines disengagement as reduced cognitive, emotional, and physical involvement in one's role and notes that the challenge becomes more complex in diverse organizations where employees differ by age, gender, culture, experience, and work arrangement. In such settings, disengagement is not a single-event failure; rather, it accumulates when workplace demands remain high while support, fairness, and meaning remain low.

The source study positions disengagement as a multidimensional organizational problem shaped by managerial, psychological, and contextual factors. It stresses that weak recognition, unfair rewards, poor communication, low inclusion, burnout, and work-life conflict slowly detach employees from work and from the organization itself. The project is practically relevant because many organizations still launch engagement campaigns without first diagnosing the specific reasons employees disengage.

### Problem statement and objectives

The core problem identified in the uploaded project is that employee disengagement is visible across many workplace settings, yet the drivers of disengagement are often addressed in fragmented ways. The study aims to identify the organizational and psychological factors associated with disengagement, to examine whether demographic variables influence disengagement, and to evaluate the overall effect of these factors on employee withdrawal indicators. Its central logic is that broad workforce differences may shape experience, but day-to-day organizational conditions may matter more.

## II. REVIEW OF LITERATURE AND CONCEPTUAL BASIS

The literature summarized in the source manuscript draws from work disengagement research, psychological safety, the Job Demands-Resources model, meaningful work, inclusive leadership, and remote-work studies. Together, these perspectives suggest that disengagement develops when demands such as pressure, ambiguity, emotional strain, or technostress rise faster than resources such as autonomy, recognition, support, fairness, and trust.

Three ideas are especially relevant. First, disengagement should not be treated merely as the absence of engagement; it has distinct causes and outcomes. Second, supportive leadership, psychological safety, and fair HR systems repeatedly protect attachment to work. Third, hybrid and remote arrangements can heighten strain when communication, inclusion, and workload management are weak. These themes strongly align with the uploaded study’s questionnaire structure, which covers meaningfulness, motivation, rewards, workload, emotional exhaustion, managerial support, leadership communication, respect, work-life balance, and behavioral signs of withdrawal.

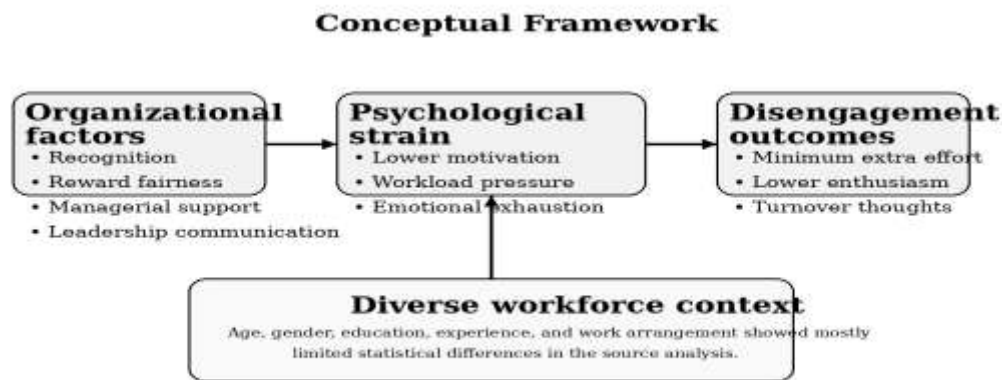


Figure 1. Conceptual framework linking organizational conditions, psychological strain, and disengagement

### Research gap

The source study highlights an applied research gap: organizations often understand engagement rhetorically, but fewer diagnose disengagement systematically across diverse employee groups. Demographic comparisons are also often emphasized more than the everyday workplace conditions employees actually experience. This project responds by asking whether disengagement differs substantially across demographic segments or whether it is more broadly linked to organizational climate and psychological strain.

## III. RESEARCH METHODOLOGY

The source project uses a quantitative, descriptive, and analytical survey design. Data were collected through a structured questionnaire distributed to employees from varied organizational backgrounds. Although 200 responses were gathered initially, 145 valid responses were retained for analysis. The questionnaire contained three sections: demographic profile, organizational and psychological factors, and disengagement outcomes. Most analytical items were measured on a five-point Likert scale.

A non-probability convenience sampling approach was used because respondents were selected on the basis of availability and willingness to participate. The data analysis plan relied on descriptive statistics, percentage analysis,

independent-samples t-tests, and one-way ANOVA. In the manuscript narrative, the purpose of inferential testing is not to build a complex predictive model, but to determine whether disengagement perceptions differ across key demographic variables such as gender, age group, education, work experience, and work arrangement.

Methodologically, the study should be read as exploratory and diagnostic rather than nationally representative. That does not reduce its applied value. For internal organizational use, such survey evidence is often most useful when it reveals patterns of strain, inconsistency, and risk that managers can address directly through policy and leadership practice.

**Table-based profile summary**

Variable	Category	Count	Share (%)
Gender	Female	79	54.5
Gender	Male	66	45.5
Age group	18-25	24	16.6
Age group	26-35	48	33.1
Age group	36-45	44	30.3
Age group	46+	29	20.0
Education	Higher Secondary	22	15.2
Education	Undergraduate	40	27.6
Education	Postgraduate	67	46.2
Education	Doctorate	16	11.0
Work arrangement	Online/remote	77	53.1
Work arrangement	Hybrid	68	46.9

Table 1. Respondent profile derived from the source frequency tables (n = 145).

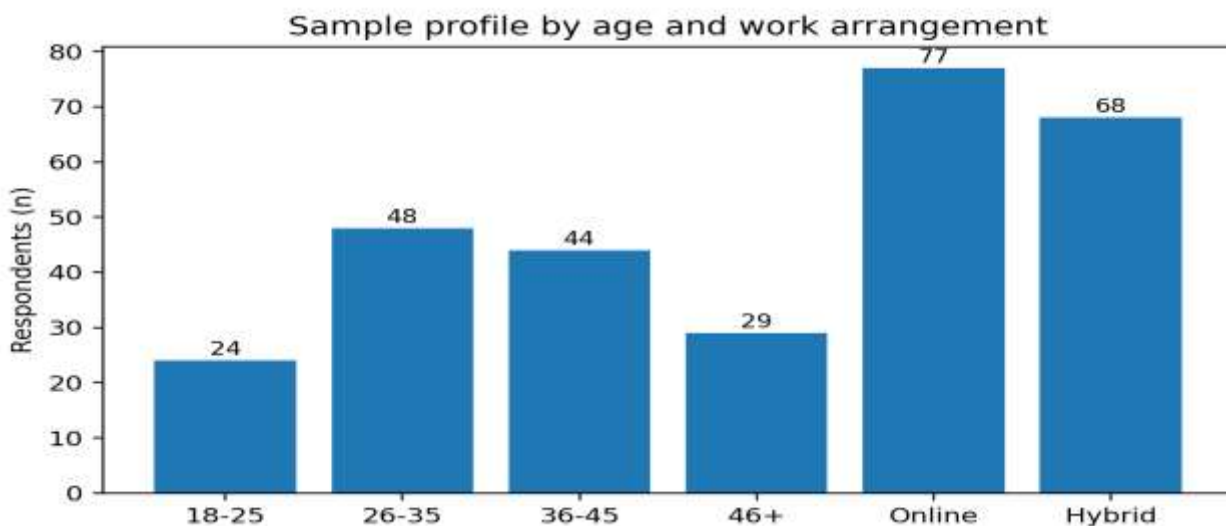


Figure 2. Distribution of respondents across age groups and work arrangements.

#### IV. DESCRIPTIVE FINDINGS

The descriptive results suggest that disengagement is not concentrated in one narrow subgroup. Rather, employees across categories report mixed experiences of meaning, motivation, recognition, support, and strain. Mean scores across the fifteen study statements range from 2.82 to 3.14, while standard deviations range from 1.11 to 1.34, indicating moderate central tendencies but noticeable dispersion in employees' experiences. This spread matters because it suggests inconsistent workplace climates within the sampled organizations.

The percentage tables point to recurring weak spots. A meaningful share of respondents disagreed that they feel motivated most days, that rewards and incentives are fair, and that workload is manageable. At the same time, there are notable levels of agreement with statements reflecting emotional exhaustion, emotional disconnection, reduced enthusiasm, doing only what is required, and thinking about leaving the organization. The source author therefore concludes that disengagement is already present in a non-trivial portion of the sample rather than being only a future risk.

An additional interpretive caution is warranted. The manuscript contains a few coding and labeling inconsistencies in its descriptive tables, and the questionnaire scale labels appear reversed in some locations. Even so, the broad pattern is internally consistent across the narrative discussion: recognition, fairness, workload, support, communication, and work-life balance emerge as the strongest practical concerns.

##### Cluster-level interpretation

Meaning and motivation appear fragile rather than absent. Employees do not uniformly reject the value of their work, but motivation levels are uneven enough to suggest that many are operating below full commitment. This pattern is common in environments where meaningfulness is not consistently reinforced by recognition and visible organizational support.

Recognition and reward fairness stand out as especially important because they affect both emotion and justice perceptions. Where employees believe effort is not adequately recognized or fairly rewarded, disengagement can intensify even when work itself remains meaningful. The source manuscript repeatedly returns to this issue, implying that fairness has a broader symbolic role in employee attachment.

Workload, emotional exhaustion, leadership communication, and work-life balance form a second high-risk cluster. These items indicate that disengagement is not only an attitudinal problem but also a strain-management problem. Employees who feel overloaded, drained, and insufficiently informed are more likely to become detached over time.

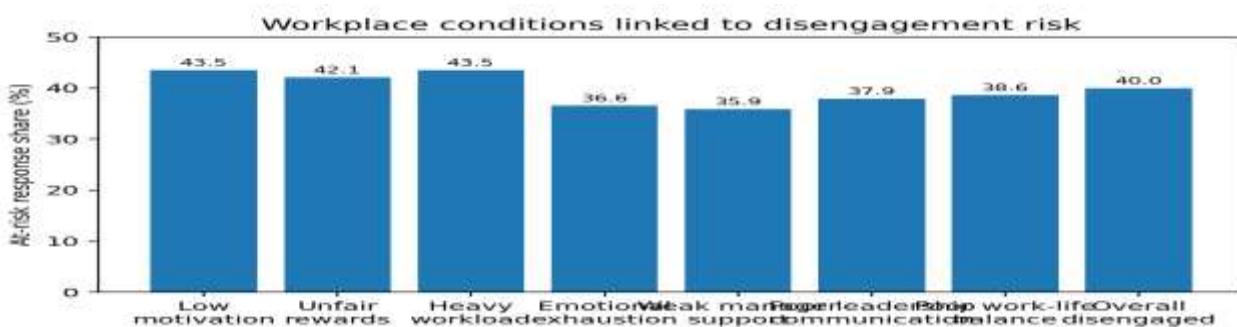


Figure 3. Selected disengagement risk signals based on agree/disagree shares reported in the source tables.

#### V. INFERENTIAL RESULTS

The inferential analysis reinforces the study's main claim: demographic variables explain relatively little of the observed disengagement pattern. In the gender-based t-test, almost all statements were statistically non-significant, except Statement S9 (p = 0.044), indicating one isolated gender difference. In the work-arrangement t-test, almost all statements were again non-significant except Statement S2 (p = 0.027), suggesting that online and hybrid employees differed only on one motivation-related item.

The one-way ANOVA results show a similarly narrow demographic footprint. Age-group differences were non-significant for nearly all statements except S13 (p = 0.042). Educational qualification produced no statistically significant differences across the disengagement statements, and work experience also remained non-significant, with only S15

coming close to significance ( $p = 0.052$ ). The overall implication is that disengagement is widespread enough to cut across demographic segments.

This is an important result because it shifts attention away from demographic stereotypes. The evidence does not support the idea that disengagement belongs mainly to one age band, education tier, or work arrangement. Instead, the results indicate that organizations should first examine the shared workplace systems that shape motivation, fairness, support, and exhaustion

Test basis	Significant item(s)	p-value(s)	Interpretation
Gender (t-test)	S9	0.044	Mostly no gender differences; one isolated item differed.
Work arrangement (t-test)	S2	0.027	Online and hybrid employees differed only on one item.
Age group (ANOVA)	S13	0.042	Age differences were limited to one statement.
Education (ANOVA)	None	$> 0.05$	No qualification-based differences.
Work experience (ANOVA)	None	$> 0.05$	No significant differences; S15 was near threshold.

Table 2. Summary of statistically significant and near-significant demographic comparisons.

## VI. DISCUSSION

The major contribution of the source paper lies in reframing disengagement as a systems problem. Employees appear to disengage less because of who they are and more because of what they repeatedly experience at work. Recognition systems that feel inconsistent, rewards that appear unfair, workloads that feel unreasonable, emotionally draining work demands, and weak support from managers collectively shape a climate in which psychological attachment weakens. When these experiences continue over time, behavioral indicators such as reduced enthusiasm, doing the minimum required, and thoughts of leaving become more understandable.

This finding has managerial significance. Many organizations still segment engagement interventions too heavily by demographic category. The present results suggest that such an approach may miss the larger issue. If disengagement is broadly distributed across employees, then organization-wide improvements in management quality, reward fairness, communication, and work design may produce greater gains than narrowly targeted demographic fixes. Diversity remains relevant, but primarily because diverse employees may experience the same weak systems differently, not because demographics alone determine disengagement.

The results also align well with Job Demands-Resources reasoning. Heavy demands such as workload and emotional exhaustion act as drains, while resources such as recognition, support, fairness, and work-life balance act as buffers. The pattern visible in the source manuscript suggests that disengagement rises when resource failures and demand pressures occur simultaneously. That helps explain why the strongest recommendation is not a single morale activity, but a coordinated improvement in the employee experience system.

### Theoretical and practical implications

Theoretically, the paper supports the treatment of disengagement as a distinct organizational phenomenon that deserves direct measurement. Practically, it suggests that leaders should monitor both withdrawal indicators and the conditions that produce them. This dual focus can help organizations move beyond symbolic engagement campaigns toward targeted redesign of work conditions.

## VII. RECOMMENDATIONS

Based on the source findings, organizations should adopt a structured recognition architecture rather than leaving appreciation to managerial discretion. Regular acknowledgment, transparent criteria, and visible celebration of good performance can reduce the perception that effort goes unnoticed.

A second priority is reward fairness. Incentives should be tied to clear and communicated criteria, and equity audits should be conducted periodically to check whether similar effort is rewarded similarly across teams, roles, and work arrangements. Fairness is especially important because even a well-funded reward system can disengage employees if it is experienced as arbitrary.

Third, organizations should treat workload management as a disengagement-control mechanism. Realistic targets, role clarity, staffing support, pressure-point monitoring, and access to well-being resources can reduce emotional depletion. In parallel, managers should receive coaching training in feedback, empathy, and conflict handling because supervisor behavior directly shapes trust and psychological safety.

Finally, leadership communication and work-life balance deserve sustained attention. Employees need timely, two-way communication that explains priorities and decisions, and they need flexibility norms that respect boundaries. The study suggests that disengagement can be reduced not through slogans, but through consistent everyday systems that make employees feel supported, treated fairly, and able to sustain effort.

## VIII. LIMITATIONS AND FUTURE SCOPE

The source manuscript is useful but not without limitations. The sample is modest and based on convenience sampling, which restricts generalizability. The study is also cross-sectional, so it cannot show how disengagement builds over time. In addition, several tables appear to contain coding or labeling inconsistencies, which means the descriptive detail should be interpreted with caution even if the overall pattern remains clear.

Future work would benefit from longitudinal designs, larger and more representative samples, and deeper regression or structural modeling to estimate the relative weight of each disengagement driver. It would also be valuable to pair survey evidence with organizational records such as absenteeism, retention, internal mobility, or pulse-survey trends. Such designs could identify which interventions reduce withdrawal behavior and which only improve perceptions temporarily.

## IX. CONCLUSION

The uploaded study shows that employee disengagement in diverse organizations is shaped primarily by organizational and psychological conditions rather than by demographic characteristics. Employees across categories reported moderate but meaningful concerns related to motivation, fairness, workload, support, communication, inclusion, and work-life balance, while inferential tests found only limited isolated demographic differences. The most defensible conclusion is therefore that disengagement should be treated as a broad workplace-experience issue.

For practice, the message is straightforward: organizations that improve recognition quality, reward fairness, workload balance, leadership communication, managerial support, and inclusion are more likely to rebuild commitment, enthusiasm, and retention across the workforce. This short paper therefore converts the original project into a compact academic argument: disengagement is best reduced by repairing the systems that shape everyday employee experience.

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Source manuscript: Study the Various Factors of Employee Disengagement in Diverse Organizations (uploaded project document).