

Exploring Employee Engagement Practices and its Consequences on Employee Performance in an Construction Industry

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ABSTRACT

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The success of any organisation is heavily dependent on employee engagement, especially in highly competitive industries like the construction industry that need a high degree of precision and dedication. Staff members who are engaged in their work are more dedicated to the objectives of the company, more productive, and produce better work. The objective of the paper is to explore the factor of employee engagement such as recognition, company culture, communication, conflict resolution, and autonomy and its consequences on employee job performance the study targeted employee in construction industry located in avadi, Thiruvallur district data for the study was collected using questionar. Convinance sample method have been used and sample size of study was 121. The data was analyzed using SPSS software t-test, ANOVA, correlation coefficient, were used to analyse the data it is found that the factors of employee engagement has a positive Correlation among the variable it is also founded there is highly significant relationship between the employee engagement factors and the employee, performance it is suggested to provide a good recognition system, transperent communication and feedback system, good conflict resolution system can foster the positive work culture which makes the employee satisfied, enchance the trust among the employee which makes the employee more engaged toward the work.

Keywords: Employee engagement, Job productivity, Employee performance

INTRODUCTION

In the unique scene of the construction business, where contest is wild and advancement is steady, the job of worker commitment couldn't possibly be more significant. Representative commitment, characterized as the profound responsibility a worker has towards their association and its objectives, has arisen as a basic calculate driving hierarchical achievement and supporting upper hand. In this specific situation, understanding the effect of worker commitment rehearses on representative execution is of vital significance for construction organizations looking to upgrade their human resources. This study intends to dive into the unpredictable connection between representative commitment practices and worker execution inside the construction business. It tries to look at how different commitment drives, going from authority techniques to authoritative culture, impact the exhibition results of workers across various practical regions inside auto organizations. The construction business presents an extraordinary functional climate portrayed by quick work progressions, developing customer inclinations, and complex production network elements. In such a situation, cultivating a labor force that is exceptionally drawn in, persuaded, and lined up with hierarchical goals becomes basic for accomplishing functional greatness and driving development. Besides, the results of representative commitment reach out past individual execution measurements to envelop more extensive authoritative results like efficiency, nature of items and administrations, consumer loyalty, and at last, monetary execution. By investigating these linkages, this exploration plans to give important experiences to

construction industry partners, including HR specialists, directors, and chiefs, to improve their methodologies for cultivating worker commitment and advancing execution result Through a complete survey of existing writing, combined with experimental investigation and contextual analyses inside the construction area, this study tries to add to the developing collection of information on representative commitment and its suggestions for hierarchical achievement. By clarifying the components through which commitment rehearses impact worker execution, this examination tries to propose significant suggestions for improving representative commitment techniques and driving manageable upper hand in the unique scene of the construction business. As may be observed, definitions give equal weight to the employer and the employee. The millennial workforce of today is more knowledgeable, engaged, and eager to work when given the chance to learn. Opportunity for learning and exploration, together with personal development, is more important. Equity is a stronger motivator than salary. The need of the organisation is to adapt to the evolving requirements to cultivate engaged personnel.

REVIEW OF LITERATURE:

Chou, J. S., & Yang, J. G. (2012). Through providing insight into the relationships between the PMbok guide and building project outcomes in engineering practices, this study adds to the body of literature. The two most important strategies to reduce bidding and legal procurement issues are the "bidder's conference" and "procurement negotiations." In order to carry out efficient communication management, the study also suggests using "stakeholder analysis," "communication requirements analysis," and "communication methods."

Hamada, M. A. (2023). The goal of the study is to identify the various forms of project management software that are frequently utilised in construction projects and how they support or aid in them. The study uses a qualitative approach and is conducted in Kazakhstan's commercial centres of Almaty, Nur Sultan, and Atyrau. Individual interviews, suggestions, questionnaires, and observations are the sources of the data. The study concluded with a thorough review of the relative use of project management software, including how it is utilised, how it enhances productivity, and how it supports its functions in such projects.

Huang, Y., Wu, L., Chen, J., Lu, H., & Xiang, J. (2022). This study looked at how BIM affected the construction project's intra- and inter-organizational communication networks. First, the social capital perspective was used to determine the communication network architectures in a Chinese project before and after BIM was used. The changes in network variables (such as the number of links, density, centrality, centralisation, and clique) were then measured using social network analysis.

Sepasgozar, S. M. (2020). This study contributes to the literature by demonstrating the benefit of five innovative digital technologies that are used in the delivery of construction courses. These technologies include virtual and augmented reality as well as digital twins. Piling AR (PAR) and a virtual tunnel boring machine (VTBM) module were among the construction augmented reality (AR) components that were designed, developed, and put into use during the project. The PAR is a smartphone module that displays the footing system, various building structure components, and necessary tools for footing construction.

Pamidimukkala, A., & Kermanshachi, S. (2021). Finding the health and safety problems that construction workers have faced throughout the pandemic and suggesting managerial techniques to address them are the goals of this study. To gather and classify the necessary data, a comprehensive literature search was conducted on recently published works, industrial experiences, reports, and other relevant documents. The results of the identification and classification of 17 COVID-19 issues into five categories showed that anxiety, depression, and even suicide is frequently exacerbated by severe workloads, home conditions, and concerns about job stability.

Sepasgozar, S. M. (2020). By demonstrating their utility in the delivery of construction courses, this study contributes to the literature by introducing a collection of five innovative digital technologies that make use of virtual and augmented reality as well as digital twins. The project entailed creating, developing, and deploying a virtual tunnel boring machine (VTBM) module and Piling AR (PAR), two types of augmented reality (AR) for construction. The PAR is a smartphone module that displays the footing system, necessary tools for footing construction, and various building structure components.

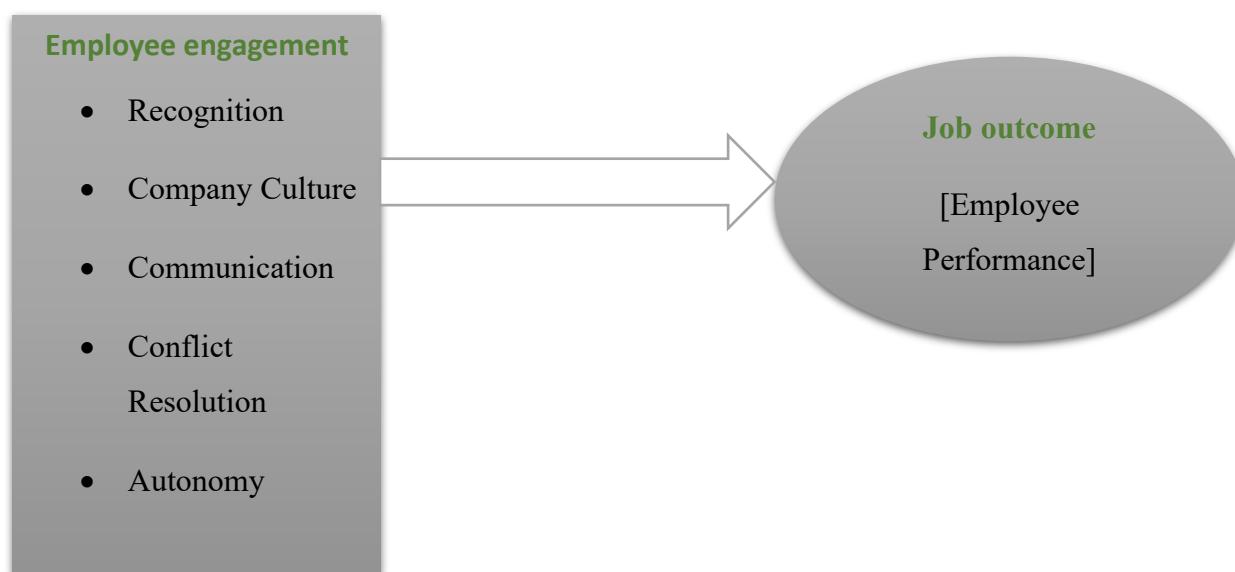
Regona, M., Yigitcanlar, T., Xia, B., & Li, R. Y. M. (2022). The study aim is to identify obstacles to AI adoption as well as the opportunities it presents for the construction sector, this study seeks to close this gap. The study uses the PRISMA procedure to conduct a systematic literature review in order to accomplish its goal. Furthermore, the planning, design, and construction phases of the construction project lifecycle are the main topics of the systematic review of the literature.

Ogunnusi, M., Hamma-Adama, M., Salman, H., & Kouider, T. (2020). Using quantitative approach, this paper investigates how COVID-19 has affected the acquisition of built assets and possible prospects for the construction sector. To gather data, a survey of professionals involved in constructed asset acquisition was conducted. Architects, building engineers, quantity surveyors, civil/structural engineers, electrical engineers, mechanical engineers, and construction/project managers submitted 71 surveys.

Gamil, Y., & Alhagar, A. (2020). The purpose of this study is to look into how COVID 19 has affected the survival of the construction sector. By hiring professionals and specialists in construction, the effects and consequences have been identified and assessed. The effects have been divided into several categories, such as human and economic resources. Two techniques were suggested by the study: questionnaire surveys and exploratory interviews.

Alshboul, O., Shehadeh, A., Almasabha, G., & Almuflih, A. S. (2022). Stakeholders in the construction sector have little experience estimating contract costs because green building construction contracts are still relatively new. In contrast to traditional building construction, green buildings are made to use innovative technology to lessen the environmental and social effects of their operations. As a result of challenges in estimating the initial construction costs and establishing integrated selection criteria for the successful bidders, the bidding and awarding processes for green building construction have grown increasingly complex.

Framework of the Study:



Perceived representatives are more drawn in and focused on their work. They feel a more grounded feeling of association with their association and its objectives, which prompts more noteworthy exertion and commitment in their jobs. Drawn in representatives are bound to exceed everyone's expectations to accomplish goals and add to the outcome of the organization. Representative acknowledgment is an amazing asset for driving execution by persuading workers, expanding commitment, encouraging a positive workplace, and advancing persistent improvement. Associations that focus on representative acknowledgment are bound to encounter more elevated levels of worker fulfillment, efficiency, and achievement

Company Culture

A shared set of workplace beliefs, values, attitudes, standards, goals, and actions is known as company culture. It reflects both the composed and unwritten principles that individuals in an association follow. Your association's way of life is the amount of all that you and your partners think, say, and accomplish as you cooperate. To put it all the more conversationally, you could say that organization culture is the character of an association.

Communication

Correspondence is fundamental for encouraging worker commitment. At the point when representatives feel informed, paid attention to, and esteemed, they are bound to be taken part in their work and focused on the association's prosperity. Drawn in workers are more useful, creative, and roused to perform at their best. In outline, viable correspondence is fundamental for working with clearness, criticism, objective arrangement, critical thinking, cooperation, change the executives, acknowledgment, and representative commitment — all of which add to further developed worker execution and hierarchical achievement. Associations that focus on open, straightforward, and valuable correspondence rehearses are bound to encounter more significant levels of representative fulfillment, efficiency, and execution.

Conflict Resolution

Conflict resolution can be characterized as the casual or formal cycle that at least two gatherings use to track down a quiet answer for their question. various normal mental and profound snares, large numbers of them oblivious, can worsen struggle and add to the requirement for compromise like Self-serving reasonableness translations, self assured, warfare quitter, rapid increase of allegiance, negotiation, consideration, mediatorship.

Job Outcome

At the point when there is great representative execution, it ordinarily prompts a few positive work results for both the singular representative and the association all in all Expanded efficiency, better work, accomplishment of objectives and targets, further developed consumer loyalty, upgraded group performance, positive hierarchical standing, representative fulfillment and commitment, vocation development and improvement great representative execution prompts expanded efficiency, more excellent work, accomplishment of objectives and targets, further developed consumer loyalty, improved group execution, positive authoritative standing, representative fulfillment and commitment, and open doors for profession development and advancement. by cultivating a culture of execution greatness and putting resources into the turn of events and acknowledgment of representatives, associations can understand an extensive variety of occupation results that add to their general achievement and intensity.

Research Methodology:

This study is based on both primary and secondary data. This study was conducted using a quantitative approach. Data were collected using a questionnaire provided to human resources personnel via Google Forms. The respondents were from the construction sector located in Avadi, Tiruvallur district and the sample was collected using convenience sampling method. The sample size of this study is 121 respondents. Secondary data was collected from various sources such as magazines, research papers, books, and websites.

Data Analysis and Interpretation

TABLE 1 Demographic Profile of Employees

Demographic Variable		No. of Respondent	Percentage
Age Group	Below 25	36	29.75
	25 to 30	50	41.32
	36 to 40	25	20.66
	Above 40	10	8.26
Gender	Male	95	78.51
	Female	26	21.49

Experience	Less than 2 years	30	24.79
	2 to 5 years	25	20.66
	5 to 8 years	56	46.28
	Above 8 years	10	8.26
Education	Diploma	20	16.53
	UG	34	28.10
	PG	46	38.02
	Others	21	17.36
Marital Status	Married	43	35.54
	unmarried	78	64.46

Out of 121 employees 36 employees were below 25 years, 50 employees are 20 to 30 years, 25 employees are 36 to 40 years, and 10 employees are above 40 years. Out of 212 Employees, there is 95 male and 26 female. Out of 121 employees 30 member has lesser than 2 years of experience, 25 employees have 2 to 5 years of experience, 56 employees have 5 to 8 years of experience, and 10 employees are having experience of above 8 years. Out of 121 employees 20 employees are educated till diploma, 34 employees are educated till UG, 46 employees are educated till PG, and 21 employees are other. Out of 121 employees 43 employees are married and 78 employees are unmarried

Hypothesis 1

H₀: There is no significant relationship between employee engagement factors among gender of the employees

H₁: There is significant relationship between employee engagement factors among gender of the employees

Table-2 Showing t-test for employee engagement factor and gender

Factor of Employee Engagement	Male		Female		t-value	P-Value
	Mean	SD	Mean	SD		
Recognition	16.25	3.55	15.45	4.09	2.057	0.041
Company Culture	15.02	3.99	8.73	3.82	16.082	<0.001
Communication	14.47	4.17	14.57	4.19	0.236	0.815
Conflict Resolution	11.82	3.98	12.60	3.81	2.017	0.045
Job Autonomy	15.83	2.73	14.86	3.64	3.009	0.003
Over all Employee Engagement	73.42	11.56	66.23	13.53	5.726	<0.001

Inference: From the above table 2, it can be seen than P values of recognition, company culture, communication, conflict resolution, job autonomy are less than 0.05, which indicate there is a significant between these factors and the gender of employees. P value of communication is greater than 0.05 with signifies there is no significant difference between communication and gender. The over all employee engagement P value is less than 0.01 which indicates there is a high significant difference between over all factor and the gender.

Hypothesis 2

H₀: There is no significant relationship between employee engagement factor among the work experience

H₁: There is significant relationship between employee engagement factor among the work experience

TABLE 3 ANOVA for significant difference among work experience with respect to Factor of employee engagement

Factor of Employee Engagement	Work Experience (in years)				F Value	P Value
	less than 2 years	2- 5 years	5-8years	Above 8 years		
Recognition	15.54 (3.86)	15.89 (3.89)	16.07(3.82)	16.31(3.77)	0.727	0.536
Company Culture	10.76(4.99)	11.33(4.76)	13.02(5.04)	14.04(4.57)	9.136	0.001
Communication	13.71(4.34)	14.78(4.15)	14.32(4.29)	16.02(3.26)	5.278	0.001
Conflict Resolution	11.53(4.210)	11.83(3.67)	12.48(3.77)	13.48(3.52)	4.615	0.003
Autonomy	14.76(3.41)	14.43(3.13)	15.61(3.12)	16.08(3.07)	3.033	0.029
Overall Employee Engagement	66.25(13.11)	69.26(11.98)	71.45(13.45)	75.93(11.36)	9.900	0.001

Inference: From the above table 3, it can be seen that P values of company culture, communication, conflict resolution and autonomy are lesser than 0.005, which indicate there is a significant between these factors and the work experience. P value of Recognition is greater than 0.05 which signifies there is no significant difference between company culture and recognition. The overall employee engagement P value is less than 0.01 which indicates there is a high significant difference between overall factor and the experience of the employees

Hypothesis 3

H₀: There is no significant relationship between factors of employee engagement

H₁: There is significant relationship between factors of employee engagement

TABLE 4: Correlation among the factors of employee engagement

Factor of Employee engagement	Recognition	Company Culture	Communication	Conflict Resolution	Autonomy
Recognition	1	0.215**	0.534**	0.185*	0.496**
Company Culture		1	0.247**	0.034	0.281**
Communication			1	0.173*	0.465**

Conflict Resolution				1	0.184**
Job Autonomy					1

Inference: From the above table 4, the correlation coefficient between recognition and company culture $r = 0.215$, $p < 0.01$, the correlation coefficient between company culture and conflict resolution $r = 0.247$, $p < 0.01$, the correlation coefficient between communication and conflict resolution $r = 0.173$, $p < 0.05$, the correlation coefficient between conflict resolution and autonomy $r = 0.184$, $p < 0.01$. The over all employee engagement P value is less than 0.01 which indicates there is a high significant difference between over all factor and the employee engagement

Hypothesis 4

H_0 : There is no significant relationship between factors of employee engagement and employee performance

H_1 : There is significant relationship between factors of employee engagement and employee performance

TABLE 5: Model summary of employee engagement factors and employee performance

	R	Rsquare	Adjusted Square	Std Error of Estimate
1	0.954	0.910	0.910	2.031

TABLE 6: coefficient of employee engagement factors and employee performance

Variables	Unstandardized Co-efficient	SE of B	Coefficient (Beta)	t value	P value
Constant	1.394	0.142	—	1.843	0.085
Employee Engagement	0.124	0.026	0.621	5.434	0.002
Employee Performance	1.325	0.283	0.412	4.012	0.005

Inference: Table 4, model summary of employee engagement factor employee performance show the value of multiple R is 0.094 and R^2 value is 0.910, it indicates that 95.4% of employee performance influenced by employee engagement factor. The table 6, if can interpretation that employee engagement factor has significant association with employee job performance. Thus, the null hypothesis is accepted.

FINDINGS AND SUGGESTIONS

The study has overlooked and analysed employee engagement tends to increase significantly when there is good recognition for several reasons like motivation and morale. Employee engagement increases significantly with good communication by enhancing the clarity, understanding, trust and transparency, feedback and improvement. Employee engagement increases significantly with good conflict resolution due to several important factors reduced

stress effective conflict resolution reduces stress and anxiety among employees. When conflicts are addressed promptly and fairly, employees can focus on their work without the distraction of unresolved issues improved relationships, enhanced trust, increased productivity, positive work environment, good conflict resolution creates a healthier, more productive, and more engaging work environment. It ensures that employees feel heard, respected, and valued, which are critical components of employee engagement.

Conclusion

In order to improve employee performance in the construction business, the study emphasises the significance of strong employee engagement strategies. Organisations may foster a positive and inspiring work environment by placing a high priority on acknowledgment, communication, and dispute resolution. Higher employee engagement follows, and sustained high performance, innovation, and competitive advantage are critical in the fast-paced construction industry.

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