



**Addis Ababa University**  
**College of Business and Economics**  
**School of Commerce**

**Graduate Programs Coordination Office**

**The effect of employee engagement on the construction company's  
success: The case of Sunshine Construction Company**

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**A Master's project submitted to Addis Ababa University School of Commerce in Partial  
Fulfillment of the Requirement for the Degree of Masters of Arts in Business Leadership.**

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## **Declarations**

I Getahun Gizaw Abebe, I.D Number GSD/5930/14, do hereby declare that this project work is my original work and that it has not been submitted partially; or in full, by any other person for an award of a degree in any other university /institution.

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## **Approval**

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## **Abbreviation and Acronym**

SHRM----Strategic Human Resource Management

HR----Human Resource

IES----Institution for Employment Studies

## ***Abstract***

*This research project focuses on examining the interplay between employee engagement and company success at Sunshine Construction Company in Addis Ababa, Ethiopia. Employee engagement denotes the level of enthusiasm and dedication employees have towards their work and their company. Assessing employee engagement can unveil insights into enhancing motivation, productivity, staff retention customer loyalty, and success for Construction Company. Understanding and leveraging employee engagement can serve as a competitive advantage and value proposition for a thriving construction company. The researcher used mixed research method. The data gathering tools were questionnaires, observations and document analysis. A Set of questionnaires were administered to 142 company employees, of whom 138 were responded and then the response rate was 97.18 %. Descriptive analysis was used to analysed the data that processed through SPSS software. Employee engagement is encompasses with four basic independent variables of leadership style, open communication climate, employee participatory approach, and employee empowerment that are ultimately leads to company success. The findings revealed that the independent variables of employee engagement are used to support creating healthy working environment and driving organizational performance. In conclusion, the dependent and independent variables have an integrated relationship between them. Finally further research is recommended by the researcher.*

***Key words:*** *Employee engagement, construction company success*

# CHAPTER- ONE

## 1. Introduction

This chapter provides a comprehensive overview of the research project, encompassing the study's origins, the problem statement, research questions, objectives, significance, scope, limitations, organizational structure, and key terminology definitions.

### 1.1. Background of the study

Employee engagement can be described as the degree to which employees are emotionally connected, committed, and enthusiastic about their work and the organization they are employed. Measuring employee engagement helps organizations understand how to enhance employee motivation, productivity, and retention. When employees are engaged, they demonstrate commitment, dedication, advocate for the organization, exert discretionary effort, utilize their talents fully, and align with the organization's goals and values (Markwich& Robertson-Smith, 2009, p. 15).

Employee engagement is widely acknowledged as a critical factor in the success of organizations and is strongly linked to increased profitability and sales. Placing employees at the centre of organizational strategy is essential. According to Robinson, Perryman, and Hayday (2004), higher levels of employee dedication lead to improved business results, and engagement surpasses mere commitment, offering even greater benefits (Robinson, Perryman, & Hayday, 2004, p. 11)."The skills, passion, and commitment of an organization's workforce are invaluable and challenging to replicate. Engagement serves as a driving force behind the value of intangible assets" (Wellins, Bernthal, & Phelps, 2005, p. 3).

While the economy expands, employee engagement rates are steadily rising. However, studies show that many firms still struggle to allocate sufficient resources to foster growth opportunities for employees and address other critical drivers of engagement (Trends, 2015).

Organizations define and evaluate engagement in diverse ways, indicating there is no single "correct" or "ideal" method for defining or promoting engagement among employees. The

decision to invest in enhancing engagement, commitment, or both depends on an organization's strategy and the composition of its workforce. Engaged employees play a pivotal role in helping organizations achieve their objectives, implement strategies, and attain significant business outcomes (Vance, 2006).

Company success is depending on the goals and values of the organization that involves achieving the objective with the combination of Profitability, Growth, Customer Loyalty, Innovation, Employee Morale and sustainability. Company success is achieving the results that were set, wanted or hoped for the organization by making efficient and effective use of resources like human capital, money, inventory, plant, and equipment. Company success is depends on employee's contribution. Employees carry out the company's mission, running every aspect of the business. Engaged employees drive revenue, influence customers and aligns personal goals with company objectives. Trust, communication, and development practices impact employee effectiveness (<https://www.bloomberg.com>).

A company's success depends in large part on employee engagement. When employees feel engaged, they produce their best work and contribute to a positive corporate culture. They invest themselves and their futures in the company for which they work. Energy, passion, and commitment drive an engaged workforce toward higher employee satisfaction and resilience, better productivity, and more innovation, According to Gallups2021 State of the Global work place report ( <https://www.gallup.com/workplace>).

Accordingly, this study aims to identify key factors and influences engagement at Sunshine Construction Company, as perceived by employees. Understanding these factors can enhance the company's effectiveness and foster higher levels of engagement. Employee engagement is vital for ensuring performance, cost-effectiveness, and delivering high-quality products on time to meet customer expectations.

## **Background of the company**

Sunshine Construction Company (PLC) was founded in 1984 as a sole proprietorship and later transformed into a private limited company in 1993. After three successful decades primarily in the construction sector, it diversified into three separate businesses and a philanthropic organization: Sunshine Construction PLC, Sunshine Business PLC (specializing in hospitality and commercial buildings), Sun Trading PLC (offering laundry and beauty salon services), and Sunshine Philanthropy Foundation (dedicated to social responsibility). Since its inception, the company's initial goal was to achieve the highest contractor's category and expand into various investment opportunities and social responsibilities. Over 40 years, from 1984 to 2024, Sunshine Construction has built significant capacity and demonstrated excellence in the construction industry. Starting with small-scale construction and waterproofing projects with fewer than ten employees, the company has overcome challenges and achieved notable success. Sunshine Construction now holds a prestigious position in its sector and has played a key role in establishing additional businesses and charitable foundations within the Sunshine Investment Group.

With more than thirty years of operational history, Sunshine Construction has firmly established itself in the construction sector, celebrated for its achievements in infrastructure, road development, and real estate projects. Through dedicated work ethics, strong leadership, and favorable economic circumstances, the company has successfully built a reliable operational capability, focusing particularly on road construction and the development of real estate.

The vision of Sunshine Construction PLC is to become a globally competitive construction contractor and a leading contributor to Ethiopia's economic landscape. Guided by its mission, Sunshine aims to enhance quality of life by delivering superior construction solutions with excellence and professionalism in project execution.

Moving forward, the company will prioritize enhancing stakeholder relations, improving performance, advancing capacity through research and development, and striving for operational excellence. Strengthening stakeholder engagement will be critical, involving intensive interaction, customer satisfaction surveys, and a comprehensive communication strategy.

The company plans to invest in the development of project managers and senior management, bolstering capacity through training initiatives and ongoing research relevant to current challenges. Emphasizing operational excellence, Sunshine Construction will focus on optimizing resources, refining processes, and ensuring financial stability. Implementing robust operational systems and fostering a high-performance culture through effective performance management and continuous training will be integral to achieving these goals. Sunshine Construction Company has been in existence for forty years. The company has put in place systems, policies, and processes to drive efficiency in discharging its duties. Currently the company has over 903 permanent employees (*company profile, 2023*).

## **1.2. Statement of the problem**

Employee engagement shows business the crucial role in both human capital development and the overall success of a company. Understanding the correlation between employee engagement and company success is essential as it directly impacts the organization's viability and achievement (<https://www.investopedia.com/terms/e/employee-engagement.asp>).

Employee engagement contributes significantly to organizational performance, influencing processes and outcomes positively. Engaged employees are proactive contributors who believe in the organization's mission, continuously strive for improvement, identify with its values, and provide reliability during challenging times (MacPherson, 2013, p. 3). Therefore, employee engagement not only enhances business outcomes but also fosters a conducive workplace environment and increases employee retention.

Moreover, employee engagement enhances productivity and cultivates customer loyalty. Engaged employees demonstrate higher dedication, loyalty, and willingness to exceed expectations, thereby strengthening customer relationships and loyalty to the organization (Markwich & Robertson-Smith, 2009, p. 16).

The concept of engagement has evolved, with modern employees seeking challenging and meaningful roles where they can actively participate in their own development and career goals. This shift underscores the importance of creating a stimulating work environment that encourages personal growth and aligns with organizational values (MacPherson, 2013, p. 5). Engagement is

fueled by work that inspires and energizes employees, contributing to their professional growth and satisfaction (Langelaan, 2007).

Exploring the relationship between employee engagement and company success is crucial for enhancing organizational performance, fostering a positive work environment, and achieving sustainable growth. Understanding these dynamics is fundamental for organizations aiming to attract, retain, and develop talent effectively in today's competitive landscape.

The effect of employee engagement on construction company success needs more research and continuous assessment now a day. However, the existing situation and contribution of employee engagement in sunshine construction company success was not studied well. Therefore, this study tries to examine the effect of employee engagement on company success.

### **1.3. Research Questions.**

Based on the above problem, the following questions were addressed to study the cause. This project work would design to assess the importance of employee engagement for the success of organizational development in the case of sunshine construction. Consequently, the study designed to answer the following research questions.

1. What is the current status of employee engagement at sunshine construction company?
2. What are the areas of improvement that can be considered on employee engagement in sunshine construction company?
3. What is the effect of independent variables that influence on the dependent variable for the success of the company in the case of sunshine construction company?

### **1.4. Research objective**

#### **1.4.1. General objective**

The main goal of this research project is to evaluate employee engagement and its role in fostering organizational development within Sunshine Construction. This study aims to explore the concept of employee engagement, its significance in organizational growth, and the factors influencing engagement that contribute to the company's success.

### **1.4.2. Specific Objectives**

The specific objectives of this project work are:

1. To examine the status of or level of employee engagement in sunshine construction company.
2. To assess the area of improvement methods on employee engagement in sunshine company with the reference of related literature.
3. To examine the effect of independent variables of employee engagement that influence on dependent variable (company success) in sunshine construction company.

### **1.5. Significance of the study**

This research project will specifically help in describing the effects of employee engagement to enhancing and ensuring on company success within the context of the contemporary perspectives of the characteristics of organizational culture in sunshine construction company. It will also provide remarkable and valuable understanding of how employee engagement soft skill that needs to successfully influences on company performance. The findings may provide significant information and references for leaders, managers, engineers, consultants, researchers and students. Finally, with considering the previous related literature and existing literature gap the frame work is evolved with the objectives to seek empirical evidence on employee engagement. The findings perceived a significant contribution to the literature as empirical evidence and it can be induced for academic and management determination and induction purposes.

### **1.6. The scope of the study**

The research project is delimited by geographical, conceptual, and temporal constraints. Geographically, the focus is on the Sunshine Construction Company as a specific sample case. Considering the extensive time and resources needed to fully evaluate the significance of employee engagement in organizational development, this study aims to concentrate on assessing the importance of employee engagement for organizational success to provide more targeted insights. The study is likely to employ descriptive and explanatory research designs with mixed research approach

### **1.7. Limitation of the study**

This research project conducted through questionnaires, some document analysis and the researcher observation. Coming out with this kind of research project has not been easy to the researcher due to some constraints encountered during compilation of information.

In general, the process involved in developing this research has been rigorous and multifaceted. The study's exclusive focus on the perspectives of employees, without directly incorporating employer viewpoints, underscores its unique approach. This deliberate choice means that while the project provides valuable insights into employee engagement dynamics within the construction company, it does not directly address the employers' perspectives or opinions.

Unwillingness of the leaders to interviewee was one of the basic restraints to collect the supportive qualitative data to achieve the research objective of reliable finding. However, to alleviate the problem (due to mitigation strategy) the researcher tried to collect the required data instead of interview through formal and informal discussion, minutes of meetings and personal perceptions to avail remarkable research project.

The methodology employed in this research utilizing questionnaires, observation, informal discussion, and pertinent literature aims to comprehensively gauge the level of employee engagement. By triangulating these sources of data, the study strives to offer a nuanced understanding that can enhance workplace engagement and fostering a supportive organizational environment.

### **1.8. Organization of the study**

The study's framework consists of five chapters. Chapter 1 serves as an introduction, encompassing the background, problem statement, research inquiries, aims, importance, and scope, clarification of crucial terms, structure, and limitations of the studies. Chapter 2 explores the Review of Related Literature, establishing foundational knowledge on the concept of employee engagement, its significance, and the factors that influence it. These factors serve as the basis for the data collection phase. Chapter 3 details the Research Methodology, outlining the procedures for data collection and management throughout the research. It includes a comprehensive description of the research design method and the qualitative approach employed, focusing on data gathered from interviews. Chapter 4 is dedicated to Data Analysis and Interpretation, presenting and interpreting the findings derived from the analysis. Finally, Chapter

5 summarizes the entire research, presents conclusions derived from the findings, and offers recommendations for future research pursuits.

### **1.9. Operational Definition of key terms:**

**Employee engagement-** refers to the extent to which employees are dedicated, driven, and content with their job and the company they work for.

**Construction project-** is time bound and employee huge resources of labour, material, machinery and budget. They involve heavy investments, require technology, and need an effective management of resources.

**Construction company success-** refers to the achievement of a company's goals and objectives over a sustained period of time. It encompasses various factors, including profitability, growth, customer loyalty, innovation, employee morale and sustainability. Success for a construction company can be defined as quality results, efficient execution, client satisfaction, strong team, financial stability; safety record and innovation, and adaptability. Success is something that achieves positive results (source-Cambridge Dictionary).

## **CHAPTER – TWO**

### **Review of Related Literature**

#### **2.1. Theoretical Literature Review**

##### **Introduction**

This literature review establishes the theoretical foundation of the research project by examining existing literature, whether directly or indirectly related, from sources such as books, the internet, articles, magazines, and practical experiences. It aims to gain essential knowledge about the concept of employee engagement, its significance, and the potential influencing factors. These factors serve as a crucial groundwork for the upcoming data collection phase.

This research is structured into three main components of theoretical framework, empirical findings and conceptual framework. The theoretical framework encompasses insights into organizational performance, success factors, and employee engagement that impact the success of Construction Company. The empirical part of the study involves analysis of the case company's specific situation as a conclusion. The conceptual frame work provides an illustration of interplay between dependent and independent variables of the research project. The ultimate goal of this research project is to provide insights that help the case company better understand its current engagement levels and the factors driving them. These factors include leadership style, open communication climate, employee participatory approach and employee empowerment.

Employee engagement is pivotal in maintaining a healthy and productive workplace environment. It reflects the level of enthusiasm, dedication, and commitment an employee has towards their job, team, and organization. The facets of employee engagement encompass engagement with the work itself, with one's team, and with the organization as a whole. Enhanced engagement positively influences organizational productivity, employee retention, and customer loyalty. Engaged employees exhibit high levels of commitment, productivity, and initiative. They are intrinsically motivated to contribute to the organization's success, believe in its mission, and positively influence company culture. (<https://www.couresera.org/enterprise/articles/employee-engagement>).

Employee engagement is identified as a critical success factor that significantly impacts organizational outcomes. Key factors contributing to engagement include supportive leadership,

effective communication, alignment with organizational culture and values, recognition and rewards, opportunities for professional growth and development, empowerment through meaningful work, and maintaining work-life balance and job satisfaction. Engagement not only benefits organizations by enhancing productivity and business outcomes but also creates a conducive working environment for employee satisfaction, retention, and customer loyalty (<https://www.investopedia.com/term/e/employee-engagement>).

### **2.1.1. Meaning and nature or characteristics of employee engagement**

As stated Robinson, Perryman, and Hayday (2004), employee engagement is characterized as a favorable outlook employees have towards the organization and its principles. An engaged employee comprehends the business environment, cooperates with coworkers to improve job performance for the organization's advancement, and necessitates a reciprocal relationship between employer and employee (Markos & Sridevi, 2010, p. 90).

Engagement goes beyond mere effort in the workplace; it involves the process through which individuals give their best effort (Saks, 2006, p. 602). This reciprocal process emphasizes the importance of employers valuing their employees, who in turn feel valued, motivated to stay, and committed to contributing to the organization's success.

Employee engagement is characterized as a state of mind in which individuals feel valued, trusted, and aligned with the organization's goals, missions, and values. Motivated employees are more likely to commit themselves to their work, align their efforts with organizational goals, and find satisfaction in their contributions (ArunKumar&Renugadevi, 2013, p. 53).

Kahn (1990) defines employee engagement as "the harnessing of organization members' selves to their work roles. In engagement, individuals employ and express themselves physically, cognitively, and emotionally during role performances" (Kahn, 1990, pp. 694-703). He contrasts this with disengagement, where individuals withdraw and defend themselves emotionally, cognitively, or physically from their roles.

Wellins, Bernthal, and Phelps (2005) describe engagement as "the extent to which individuals enjoy and believe in what they do and feel valued for doing it." They break it down into three aspects: enjoyment, belief, and value. Enjoyment refers to satisfaction derived from work that

matches skills and interests, belief pertains to meaningful contribution, and value comes from recognition and reward for contributions (Wellins, Bernthal, & Phelps, 2005, p. 2).

According to Kahn's psychological framework, engagement encompasses physical, cognitive, and emotional elements influenced by self-experiences in role performances. Engaged employees actively participate in their roles, using emotions and behaviors in their daily tasks alongside cognitive experiences and performances (Saks, 2006, p. 602).

Employee engagement is distinguished from job satisfaction, which denotes an employee's personal state of involvement, contribution, and ownership (Robinson, Perryman, & Hayday, 2004, p. 7). It signifies the degree to which employees are committed, motivated, and satisfied with their work and organization

The characteristics of an engaged employee can be seen in Figure



Figure-1, Characteristics of an engaged employee (Robinson, Perryman & Hayday, 2004, p.6)

### **2.1.2. Importance of employee engagement**

Employee engagement plays a crucial role in organizational performance by fostering emotional commitment and involvement towards organizational goals and success. Engaged employees demonstrate higher levels of passion, motivation, and dedication, resulting in increased productivity and performance. This positive relationship between engagement and performance forms a reinforcing cycle where performance enhances engagement, and engagement drives further performance improvements.

The benefits of employee engagement extend to various facets of organizational effectiveness, including:

**Customer Satisfaction and Loyalty:** Engaged employees are more likely to deliver superior customer service, leading to higher customer satisfaction and loyalty.

**Profitability:** Organizations with engaged employees tend to experience higher profitability due to increased productivity and efficiency.

**Reduced Absenteeism and Turnover:** Engaged employees are less likely to miss work or leave the organization, reducing absenteeism and turnover rates.

**Safety and Well-being:** Engaged employees are more attentive and committed to safety protocols, contributing to a safer work environment and improved well-being.

**Operational Efficiency:** Engagement enhances operational efficiency by fostering collaboration, innovation, and effective teamwork.

**Employee Loyalty and Retention:** Organizations with high engagement levels retain top talent and benefit from higher employee loyalty.

The strategic goals of construction companies include economic growth, profitability, providing conductivity working conditions for employees, meeting organizational growth needs, diversifying activities, utilizing idle resources, maintaining goodwill, enhancing corporate image, and contributing to societal well-being (<https://workleap.com/blog/importance-employee-engagement>).

The development of the construction industry involves deliberate efforts to enhance its capacity and effectiveness in meeting national economic demands, supporting sustainable economic and social development objectives. The construction industry environment is capital-intensive and requires significant investment. The success of construction companies hinges on efficient management practices and effective employee engagement strategies.

### **2.1.3. The scope /process and stages/ components of employee engagement**

The scope or components of employee engagement (independent variables) are Leadership Style, Open Communication Climate; Employee Participatory Approach and Employee Empowerment. These are fundamental components of employee engagement for the construction company success.

Employee engagement is a multifaceted concept that involves various stages and components to ensure that employees are mentally and emotionally committed to their work and their organization's goals. Here's an overview of the scope, process, stages, and components of employee engagement:

The scope of employee engagement extends from the initial recruitment of an employee to their exit or retirement. It encompasses every aspect of the employee experience, including onboarding, career development, performance management, and recognition.

Process and Stages of Employee Engagement:

Stage one is refers to on boarding levels, which is the new hires or employee that who introducing to the company culture and expectations. Stage two is the Growth and Development level which providing opportunities for professional growth. Stage three explains the position of Peak Engagement when employees are most motivated and productive. Lastly, Stage four states Disengagement status when employees decline in engagement.

**The components of employee engagement are:-**

#### **2.1.3.1. Leadership Style**

Leadership is a dynamic and social process where an individual motivates others to work towards common objectives. The project manager's leadership is crucial for effective planning,

coordination, and control of project tasks, utilizing proper management knowledge and systems. This role is a key factor in project performance (Kissi, Dainty and Liu2012a).

Creating an environment that fosters employee creativity, innovation, responsibility, productivity, and excellence is central to leadership. It's essential for engaging employees in a construction firm and is considered an art of accomplishing objectives through others. Leadership involves integrating processes and ensuring critical activities are executed promptly (Muller &Turner, 2010).

As stated Lencioni (2002), teamwork stands as the ultimate competitive advantage due to its potency and rarity. Aligning everyone in a construction project towards a unified direction can lead to profitability and productivity, giving a company a competitive edge. Teamwork remains as challenging as ever within organizations.

In construction, teamwork is highly valued and necessitates a cultural shift towards behaviors that contribute to successful project delivery. Identifying the necessary skills and systems is vital. Strong teams are indispensable during project execution, requiring well-developed leadership, construction, and operation teams to handle the fast-paced stages of a project. Team building must account for organizational, cultural, and technical compatibility to create a motivated team capable of meeting project deliverables.

Leaders must exhibit honesty and integrity in the construction environment. Transparent and consistent behavior, doing what's right, and acknowledging contributions are fundamental for maintaining honesty and integrity among project leaders. Without such leaders, operating within a construction project can be challenging, leading to the departure of employees who value integrity.

Trustworthiness is also critical for leaders during project execution. Trust is built through ethical behavior and sound decision-making. Leaders' interactions with employees greatly influence the level of trust they earn. Empathy and care for employees by construction project leaders foster strong teams, enhancing productivity and motivation. This allows for meeting schedules and cost targets. Skilled project leaders in team building can cater to the diverse needs of the workforce, leading to robust employee engagement (Heldeman et al. (2005).

Leadership is about managers influencing their subordinates to work confidently and enthusiastically. If employees are solely driven by rules and regulations enforced by their managers, they might only do enough to meet job requirements. Leadership is central to management as it involves initiating action. Regardless of the terms used such as directing, actuating, supervising, ordering, or commanding, the essence of leadership is to implement decisions, plans, and programs devised to achieve group goals. It is vital for reaching individual, group, and organizational objectives (Pieterse, 2010).

Elloy (2008) states that leadership styles can significantly impact on employee engagement; teams function and achieve their goals. Effective leaders create a healthy working environment that encourages employee involvement, motivation, and productivity. Effective leaders adjust their style to suit the situation, organizational culture, and team requirements, fostering trust, communication, and commitment among employees and managers.

Kouzes & Posener, (2007) stated that various leadership styles exist with unique approaches. Autocratic leaders make decisions independently, while democratic leaders involve team members in decision-making, fostering creativity and commitment. Transformational Leadership inspires teams towards long-term objectives, fostering innovation and growth. Transactional Leadership uses rewards and punishments to motivate, suitable for short-term goals. Bureaucratic Leadership style emphasizes on structured and procedures but can stifle creativity. Laissez-fairleaders give team members autonomy, ideal for skilled, motivated teams. Servant Leadership focuses on employee well-being and empowerment.

#### **2.1.3.2. Open Communication Climate:**

Open communication creates an open environment that encourages the sharing of information, thoughts, and emotions among individuals or groups. Communication, derived from the Latin word "communes," ensures mutual understanding through verbal, written, visual, or behavioural interactions, allowing the expression and exchange of ideas and emotions between people (Keyton, 2011).

Communication involves multiple parties—a sender and receiver—for effective information transmission. It aids in conveying messages' purposes and can occur in one-way or two-way formats (Keyton, (2011). Effective communication ensures accurate and timely information

delivery to the right individuals in a cost-effective manner. It is essential for organizational success, involving the exchange and transmission of information, verbal or written messages, and efficient expression of ideas.

In addition to facilitating information exchange, open communication climate fosters transparency, trust, and collaboration within organizations. It creates a space where employees feel comfortable sharing their opinions, concerns, and ideas, leading to a more engaged and motivated workforce. Effective communication not only ensures that the right information reaches the right people promptly but also enhances problem-solving, decision-making, and overall productivity.

In construction projects, where coordination and teamwork are paramount, clear and open communication is especially critical. It helps in preventing misunderstandings, reducing errors, and ensuring that project goals are met efficiently and effectively. By establishing a culture of open communication, construction firms can streamline processes, improve project outcomes, and cultivate a positive working environment for their teams.

Moreover, communication is not just about transmitting messages but also about active listening, feedback mechanisms, and adapting communication styles to suit different audiences. Encouraging open dialogue and feedback loops can lead to continuous improvement, innovation, and stronger relationships within the organizational framework. In essence, an open communication climate is not only a tool for exchanging information but also a cornerstone for building a cohesive and successful organizational culture (Cheney.2011).

Project communication tools such as the work breakdown structure form the backbone of project management, helping organize and structure tasks efficiently. According to the PMBOK® Guide 4th edition, the project communication environment is akin to a network of channels, highlighting the interconnected nature of communication within projects.

Project managers play a pivotal role in providing briefings to internal and external stakeholders, holding the authority to liaise effectively with senior management or counterparts. In project settings, communication is central, with project managers dedicating a significant portion of their time to activities like customer interaction, decision-making, directing tasks, negotiation, reporting, and attending meetings to ensure project success.

### **2.1.3.2.1. The role of Communication in Construction Company**

Effective project communication is a critical component for project success. Müller & Turner (2010) highlight communication skills as a pivotal factor in project management triumph. Particularly in extensive and intricate projects, communication's importance amplifies with project size. Project communication encompasses various elements such as performance updates, change requests, forecasting, organizational procedures, and reporting.

Information exchange is a fundamental part of communication that aids in team integration, coordination, and fostering mutual understanding within project teams. Often likened to an organizational nervous system, communication acts as the binding force that unites team members. Communication objectives in projects generally align with stakeholder interests, with a project manager's effective communication skills being crucial during project execution (Olsson & Johansson, 2011).

Tonnquist (2008) stresses the significance of fundamental communication abilities in ensuring accurate information exchange. Successful communication transcends mere persuasion and is crucial in today's dynamic project management landscape. High-level project authorities play a key role in providing reliable, comprehensive, precise, and timely information for project activities, emphasizing the perpetual need for effective communication in project settings.

Promoting transparent communication is vital for enhancing employee engagement. By fostering an environment where team members feel comfortable sharing thoughts and concerns, leaders can cultivate trust and collaboration within project teams.

Open communication climate plays a pivotal role in fostering a positive work environment and enhancing employee engagement. These are Improved Engagement, Inclusion and Belonging, Strengthened Team Bonds, Enhanced Trust.

Encouraging employees to express their thoughts and feelings openly can lead to higher engagement levels. When employees feel heard and valued, they become more committed to the organization, resulting in better performance and productivity.

Open communication promotes a sense of inclusion. When employees feel comfortable sharing their ideas, concerns, and feedback, they perceive themselves as integral parts of the team. This sense of belonging positively influences job satisfaction and overall morale.

Transparent communication fosters trust and collaboration among team members. When everyone openly shares information, it breaks down silos and encourages cooperation. Stronger team bonds lead to better problem-solving and project outcomes.

Trust is the foundation of any healthy workplace. Open communication builds trust between employees and management. When leaders actively listen and address concerns, employees feel more confident in their roles and the organization's directions.

Open communication is about creating an environment where everyone feels heard, valued, and connected. By practicing open communication, organizations can boost engagement, productivity, and overall success (Johannessen, 2012).

#### **2.1.3.2.2. Cost of Poor Communication in Construction Company**

Internal issues within an organization are consistently linked to the management of internal communication to some extent. The primary causes of ineffective internal communication typically revolve around ambiguity and lack of clarity. Employees often express feelings of being inadequately informed about the organization's objectives and the purpose behind their tasks. This deficiency significantly impacts job motivation, resulting in decreased productivity. The decline in work output directly correlates with the overall success of the business (Mazzie, 2010).

As stated Shrivastava (2012) poor management of internal communication brings about other crucial consequences. An integral part of efficient internal communication involves establishing clear roles and defining job responsibilities within the organization. When job duties for each position are not clearly outlined, there is a heightened risk of task duplication, leading to reduced employee motivation and satisfaction. This lack of clarity creates confusion among employees, hindering effective work supervision by management. Ultimately, inadequate internal communication can culminate in project failure.

In a research study called the "Pulse of Project Communication" conducted by the Project Management Institute (PMI) in May 2013, it was discovered that while business owners and executive sponsors reported effective communication regarding business benefits and alignment with strategy, organizations faced challenges primarily in communication clarity and detail. The PMI study underscored that a significant number of projects still encounter failure due to

insufficient internal communication. This highlights that many organizations continue to overlook the critical importance of communication within project management.

Pioneer in project management has noted that inadequate communication in projects is directly linked to higher project costs across the project's life cycle. He indicates that when communication breakdowns occur early on, rectifying the issue later becomes more challenging and expensive. Projects gain momentum, and stakeholders are reluctant to halt progress while attempting to address communication issues. Correcting poor communication is time-consuming and often results in the need for rework. In the worst-case scenario, errors stemming from inadequate communication may only surface when the product or service is already in production, leading to increased costs and project delays.

Effective communication plays a crucial role in influencing employee engagement, which reflects the level of commitment, motivation, and satisfaction employees have towards their work and workplace. Therefore, fostering clear, transparent, and open communication throughout the organization is essential to ensuring that employees feel informed and valued, contributing to the overall success of the company.

#### **2.1.3.2.3. Common barriers to open communication and their impact:**

Open communication is crucial for addressing issues, fostering transparency, encouraging collaboration, and improving decision-making within organizations. However, several barriers can hinder this process. Some common barriers of open communication include fear of conflict, lack of trust, hierarchical structures, cultural norms, ineffective communication channels and emotional barriers (Shrivastava, 2012).

Individuals fear of disagreement or confrontation; they may avoid expressing their opinions openly. This fear can lead to suppressed communication and hinder problem-solving. Trust is the foundation of open communication. Without trust, team members hesitate to share their thoughts, concerns, or feedback. Building trust requires consistent actions and transparency.

Organizational hierarchies can create barriers and employees may feel uncomfortable communicating with higher-ups due to perceived power dynamics. Cultural differences affect communication styles. Gestures, body language, and even the interpretation of words can vary

across cultures. Awareness and sensitivity to cultural norms are essential for effective communication.

Berge (2013) noted that poor communication channels make the message unclear or inefficient and get lost. Stress, anxiety, or other emotions can distort how interpret messages. Leaders should create a supportive environment where emotions are acknowledged and addressed. Overcoming these barriers requires intentional effort, active listening, and a commitment to fostering open communication.

### **2.1.3.3. Employee Participatory Approach:**

Participatory leadership entails engaging in dialogue with employees about organizational issues and granting them a role in decision-making processes. By involving employees in problem-solving, leaders can alleviate the impact of difficulties, fostering engagement and empowering active employee contributions.

Participatory leadership entails actively engaging employees in decision-making procedures. Leaders can coordinate regular brainstorming sessions where staff from various departments convenes to address challenges, brainstorm ideas, and suggest resolutions. These collaborative sessions promote teamwork and enable employees to offer their perspectives. Diverse teams of employees with varied expertise and backgrounds can collaborate to collectively make decisions, share duties, and enhance company success (Sujan,Chaudhary, 2023).

Employees from various levels within the organization provide a platform for discussing organizational issues. They can meet regularly to provide feedback, suggest improvements, and influence decision-making. These employees feel comfortable approaching them with ideas, concerns, or feedback. This approach can enhance transparency and encourages employees to actively participate in shaping the company's direction.

As noted Sujan,Chaudhary, (2023) employee participatory approach involves actively involving employees in decision-making processes within the company through shared decision-making, collaborative, problem-solving, open communication channels; inclusion and diversity, and recognition. Participatory leaders engage employees in identifying problems solving techniques and decision-making. Teams work together to find creative solutions, leveraging diverse perspectives and expertise. Employees are encouraged to participate in decisions to their work,

team, or the organization as a whole. This can include decisions related to policies, procedures, projects, and resource allocation.

Participatory leaders maintain open lines of communication with employees. They actively listen to feedback, address concerns, and create an environment where employees feel comfortable expressing their ideas and opinions. Employees are empowered to take ownership of their work. They have to make decisions within their roles, which fosters a sense of responsibility and commitment (Anantatmula, 2010).

Generally, employee participatory approach promotes a collaborative and inclusive work environment, leading to higher job satisfaction and productivity. Participatory leadership values diversity and inclusion. It recognizes that different backgrounds, experiences, and viewpoints contribute to better decision-making.

**Benefits Employee participatory approach for both employees and company's success:**

The employee participatory approach involves actively engaging employees in decision-making processes and problem-solving within an organization. The benefits are increased employee engagement, enhanced creativity and innovation, improved job satisfaction, better organizational performance, reduced resistance to change, stronger organizational culture, better decision making, enhanced collaboration, talent retention and attraction and greater sense of ownership (<https://heartcount/blog/employee-engagement/>).

Employees actively participate in decision-making they feel more connected to their work and the organization. Their sense of ownership and commitment increases leading to higher engagement levels. Involving employees in problem-solving and decision-making, organizations tap into a diverse pool of ideas and perspectives. This fosters creativity and innovation, as different viewpoints lead to novel solutions.

Marie Tay, (2024) stated that participatory leadership empowers employees, giving them a voice in shaping their work environment, feel valued and heard, and then their job satisfaction improves. Engaged employees are more productive and motivated. Their active involvement in decision-making contributes to better performance and overall organizational success. When

employees are part of the decision-making process, they are more likely to embrace changes and adapt to new initiatives. This reduces resistance and facilitates smoother transitions.

A participatory approach promotes transparency, trust, and collaboration. It strengthens the organizational culture by emphasizing shared values and a sense of community. Employees add input and actively involve them in decision-making become attractive places to work and enhance organizations value. This helps retain existing talent and attracts new talent seeking a positive work environment (<https://www.pon.harvard.edu/leadership/>).

In general, the employee participatory approach is beneficial for employees and contributes to company success. Effective leadership styles and open communication contribute to a positive work environment, which ultimately enhances employee engagement and productivity. This approach creates a win-win situation and have mutual benefit for both employers and employees, leading to a more positive and productive working environment.

#### **2.1.3.4. Employee Empowerment**

Employee empowerment involves equipping employees with the necessary resources, information, and opportunities to excel and have a meaningful impact. Within the realm of employee engagement, empowerment entails granting employees the autonomy, resources, and flexibility to make decisions regarding their responsibilities. It revolves around instilling trust in employees to assume ownership of their tasks and share their insights and solutions (Kellie Wong, 2023).

Fostering a corporate culture that embraces employee empowerment nurtures an environment conducive to collaboration, innovation, and individual development. This setting inspires every team member, providing motivation and autonomy to make decisions that propel organizational achievements. Empowered environments encourage employees to take charge of their responsibilities, fostering engagement, motivation, and a willingness to exceed expectations (<https://bing.com/search=employee=engagement>).

As stated by Kellie Wong, (2023) that empowerment plays a significant role in enhancing employee engagement as it imparts a sense of value and confidence to employees, enabling them to contribute meaningfully to the organization. Empowered employees are more likely to display commitment, motivation, and job satisfaction, aligning with common organizational objectives.

Empowering employees nurtures a culture of ownership, fostering a group of advocates dedicated to the organization's prosperity. Team leaders play a crucial role in igniting trust, collaboration, and advancement within their teams.

Employee empowerment involves equipping individuals in an organization with the necessary authority, resources, information, and backing to autonomously make decisions and take action. It extends beyond task delegation, emphasizing the creation of a culture built on trust, esteem, and cooperation. Empowered employees, feeling valued and acknowledged for their contributions, assume responsibility for their tasks, enhancing their drive and leading to heightened job satisfaction and team morale (<https://www.achievers.com/blog/employee-empowerment/>).

Furthermore, empowered employees exhibit increased engagement and motivation, resulting in elevated productivity and performance levels. Through employee empowerment, organizations unlock their workforce's full potential, driving innovation, creativity, and ultimately, organizational triumph.

Employee empowerment brings about numerous advantages such as heightened levels of employee engagement, enhanced performance, improved work quality, and increased employee satisfaction. Empowered employees tend to be more engaged, motivated, willing to surpass expectations, and enjoy greater satisfaction in their roles. Trust and appreciation contribute to improved performance, while empowerment fosters autonomy, leading to better decision-making and problem-solving (Janet Moon & Mathew, 2024).

Leapsome Team (2024) stated that employee empowerment functions within a framework of trust, transparent communication, and collective responsibility. Empowered employees are granted the freedom to make choices, share their unique skills, and actively participate in accomplishing organizational objectives. Employee empowerment stands as a potent instrument for boosting engagement, productivity, and overall organizational triumph. Through esteeming and empowering employees, organizations establish an environment conducive to collaboration, innovation, and personal advancement.

Harnessing the potential of employee empowerment contributes to nurturing a vibrant company culture that drives engagement, productivity, and innovation within the organization.

Organizations recognize that each employee possesses distinctive perspectives and capabilities that, when leveraged, can yield exceptional outcomes.

Kellie Wong, (2023) described that employee empowerment is built on the pillars of trust, open communication, and collective accountability. It entails equipping employees with the necessary resources, information, and opportunities to excel and make a meaningful impact. Allowing employees to participate in decision-making processes fosters empowerment and cultivates a sense of ownership in the workplace, benefiting both individuals and organizations. It results in increased productivity and performance, fostering innovation and creativity, boosting employee satisfaction and retention, promoting adaptability and agility, enhancing customer satisfaction, and facilitating better adjustment to market dynamics. Employee empowerment cultivates a culture of ongoing enhancement, where each team member actively contributes to reaching strategic objectives and propelling overall success.

Employee empowerment manifests in diverse ways, tailored to fit the culture and goals of each organization. Examples of common empowerment types include skill development for enhanced productivity, access to pertinent information, collaborative decision-making, recognition and rewards for achievements, feedback mechanisms for improvement, leadership opportunities, promoting work-life balance, fostering innovation, addressing conflicts constructively, and embracing diversity and inclusion. Empowerment serves as a potent solution to combat disengagement among employees (<https://www.comprose.com/blog/employee-empowerment>).

The effectiveness of employee empowerment hinges on the backing of leadership and a dedicated effort to cultivate an environment where empowerment transcends theory to become a tangible reality.

#### **2.1.4. The driving factors of employee engagement**

The driving factors of engagement include recognition of achievements, opportunities for growth and development, fulfilling responsibilities, and a sense of accomplishment. In contrast, barrier factors may include supervisory relationships, working conditions, compensation, job security, career advancement, and work-life balance.

Effective employee management is paramount, as engaged employees can actively participate in decision-making processes, contribute to organizational strategies, and drive business success.

Positive communication and robust employer-employee relationships are crucial in fostering high levels of engagement. Organizational commitment plays a pivotal role in achieving desired outcomes, while employee commitment enhances individual, group, and organizational success.

Engagement is cultivated from the core of the organization; a thriving company elevates engagement levels. Conversely, heightened employee engagement contributes to the success of the construction company. Establishing a solid, mutually beneficial relationship between employers and employees is essential for sustained engagement. The HR function plays a critical role in nurturing this relationship, facilitating information flow within the organization, and ensuring coordinated organizational behavior across all departments (Weingarden, 2011, P.2)

Employee engagement is shaped by a range of factors, with driving forces bolstering engagement levels and hindering elements potentially posing challenges. The influential factors that enhance employee engagement encompass aspects such as trust, integrity, the nature of the job, alignment between individual and company performance, career growth opportunities, pride in the company, and relationships with co-workers, employee development, and the personal dynamics between employees and their managers.

The factors that propel employee engagement include the organization's demonstration of trust, integrity, and concern for employee well-being, job design that allows for meaningful tasks and involvement in decision-making, clear visibility of how individual performance impacts company objectives, avenues for career advancement, fostering a sense of pride in the organization, positive relationships with co-workers, emphasis on employee development, and nurturing strong bonds between employees and their direct supervisors.

Recognizing the substantial influence of these engagement drivers, the Institution for Employment Studies (IES) conducted a survey in 2003 to delve deeper into these critical components.



Figure.2. Engagement driving factors (Robinson, 2007a, p.3)

As depicted in Figure 2, the prominent factors influencing employee engagement are training, relationships, development, and performance, surpassing rational and physical elements. Notably, "career development stands out as a key driver of engagement and retention" (Rice, Marlow & Masarech, 2012, p. 183). Emotional factors are emphasized to have four times more significant impact on employee engagement compared to rational drivers (Imandin, Bisschoff & Botha, 2014, p. 523).

### 2.1.5. The challenges of Employee engagement

While driving factors positively influence employee engagement, there are several challenges and obstacles hindering its implementation across the organization. These challenges can not only lower engagement levels but also impact organizational performance adversely. Inadequate leadership and management styles can significantly affect engagement as employees tend to disengage when they feel undervalued by their superiors. The relationship between employees and employers thrives on trust, nurturing a robust two-way engagement dynamic (Robinson, 2007b).

Additionally, age can play a role in determining engagement challenges. For example, individuals in their 20s often exhibit higher engagement levels, while those in their 30s to 50s may experience lower engagement levels. Younger employees tend to embrace change more readily compared to their more established counterparts (Robinson, 2007b). As tenure increases, engagement levels tend to decline, irrespective of age, due to various reasons like career frustration, boredom, cynicism, and disappointment (Robinson, Perryman & Hayday, 2004, pp. 26-27).

Other noteworthy factors contributing to engagement challenges include a lack of security, such as workplace accidents or injuries, exposure to harassment, and insufficient development opportunities. These hurdles can not only diminish engagement levels but also impact organizational performance negatively. Majorities of these hindering factors stem from rational hygiene factors.

#### **2.1.6. Benefit of employee engagement in Construction Company**

Employee engagement, manifested through commitment, dedication, advocacy, discretionary effort, utilizing talents effectively, and aligning with the organization's goals and values, serves as a valuable contribution from employees to the company (Markwich & Robertson-Smith, 2009, p. 15).

Kailash Ganesh (2024) states that enhancing employee engagement stands as a pivotal objective for any company aiming to retain and inspire its workforce. Various strategies and frameworks exist to boost employee engagement, tailored to address the unique requirements and obstacles faced by each organization. Employee engagement is instrumental in driving the success of the company, providing numerous benefits such as increased productivity, reduced turnover, enhanced safety, problem-solving abilities, effective communication, encourage collaboration, build a shared vision, commit to health and well-being and provide professional development and career path options.

Engaged employees tend to be more productive. When workers feel connected to their job and the company's mission, they put in extra effort, leading to improved project outcomes and efficiency. The construction industry often faces high turnover rates. Investing in employee engagement can help retain skilled workers. Satisfied employees are less likely to seek other opportunities, reducing recruitment and training costs.

Engaged employees are more likely to follow safety protocols, leading to fewer accidents and injuries. They are proactive problem solvers. Their commitment to the company encourages innovative thinking and solutions to challenges. Engaged workers communicate better with colleagues, supervisors, and clients. Clear communication enhances project coordination and client satisfaction. Employees, who work together as a team tends to feel more connected, valued, and productive that leads to encourage collaboration. When employees feel healthy and happiness understand and align with the company’s mission, values, and goals are more likely to be committed and passionate to build a shared vision and to become productive and satisfied. Employees who have opportunities to learn new skills, grow their careers, and advance within the organization are more likely to be engaged and ambitious (<https://mantra.care/employee-engagement>).

Employee engagement stands as a pivotal element in an organization's triumph. Engaged employees exhibit heightened motivation, productivity, and loyalty. Leveraging a benefits platform presents an efficient method to bolster employee engagement, where involved employees not only boost their personal satisfaction but also fortify the construction company's overall prosperity.

## **2.2. Review of Empirical Studies**

The purpose of this research project is to examine the role of employee engagement on the construction company success. This empirical review of employee engagement involves a systematic analysis of existing research studies to synthesize the findings.

“Employee Engagement: A Literature Review” by SandeepKular and colleagues (2008), examines in various aspects of employee engagement comprehensively. His review covers conceptualization, individual differences, and the relationship between engagement and employee involvement. The key findings include the importance of engaging leadership, the impact of organizational culture, and the value of recognition and rewards in fostering engagement.

The discussion in this research project, viewed Leadership style, Open Communication Climate, Employee Participatory Approach and Employee Empowerment fostering engagement. Mainly, Open Communication Climate, Employee Participatory Approach and Employee Empowerment

are the basic influential factors of employee engagement that used as inducement in the company for its success.

“An integrative Literature Review of Employee Engagement and Innovative Behavior” (2019), highlights the delicate balance between high demands and high resources as ideal for employee engagement. And it states that engaged employees, equipped with coping strategies, are more likely to exhibit innovative behavior in response to challenges.

However, this research project exhibit employee engagement regards to the emotional and psychological commitment employees have towards their organization. Engaged employees are dedicated, enthusiastic, and loyal about their work, feel a strong interplay to their teams, to their company’s goals, and are motivated to contribute to company success.

Employee Engagement by Torraco’s (2019) summarizes previous research results and emphasizing the need for a deeper understanding only about engagement. The regular article published: 28 December 2022 on Employee Engagement as Human Motivations: Implication of Theory, Methods and Practice, stated that: Kahn’s Needs- Satisfying Approaching frame work suggests that the engagement is influenced by the meaningfulness, safety and availability of resources in the workplace. Maslach et al.’s Burnout- Antithesis Approach’s views engagement as the opposite of burnout, characterized by energy, involvement, and efficacy. Harter et al.’s Satisfaction-Engagement Approaching model links engagement to overall job satisfaction and its impact on performance. And Sack’s Multidimensional Approach’s frame work considers both job and organizational engagement, emphasizing the role of social exchange in fostering engagement ([https:// link springer.com/article/10.1007/](https://link.springer.com/article/10.1007/)).

Even though, prior studies have explored how employee engagement influences organizational success across different contexts. This research project aims to assess the correlation between the existing or current situation of all independent variables values of employee engagement in the company and their benefits to overall company success. In view this gap, there is need to undertake a study analyzing about the effect of employee engagement on company success.

### **2.3. Conceptual Framework of employee engagement**

The conceptual framework for this research on employee engagement is a theoretical model that outlines the key concepts, variables, and its relationships that are relevant to understanding how employees engage with their work and organization. This framework helps to structure the research by providing a clear map of what will be studied and how these different elements are interconnected. It helps researchers to defining these elements clearly and to investigate the factors systematically that influence on employee engagement and to develop recommendations for further improvement.

This Conceptual frame work provides an illustration of interplay between dependent and independent variables. The dependent variable is company success which is determined by employee engagement of independent variables. In this research project, the relationship between independent and dependent variables is fundamental to understanding cause-and-effect dynamics. Hence, based on the above theoretical and empirical finding related literature reviewed, this conceptual frame work was developed for the purpose of this research project.

**Independent Variables** are the factors that manipulate or consider having an impact on the dependent variable. These independent variables in the aspects of employee engagement are leadership, open communication climate, employee participatory approach, and employee empowerment.

**Dependent Variable** is the outcome that measure and confidentially believe influenced by the independent variables. In this research, the dependent variable is company success.

#### **The interplay between independent and dependent variables are:**

**1. Leadership style:** Effective leadership can inspire and motivate employees, leading to higher productivity and innovation, which in turn can enhance company success.

**2. Open Communication Climate:** When communication is transparent and open, employees are more likely to feel valued and understood, fostering a collaborative environment that can drive company success.

**3. Employee Participatory Approach:** Involving employees in decision-making processes can increase their commitment and satisfaction, positively impacting the company’s performance.

**4. Employee Empowerment:** Empowering employees by giving them more autonomy and responsibility can boost their morale and efficiency, contributing to overall company success.

These components work together to create a holistic approach to engaging employees, which can lead to improved organizational performance, higher employee satisfaction, and reduced turnover which leads to company success.

In essence, these independent variables (aspects of employee engagement) are hypothesized to have a direct influence on the dependent variable (company success).

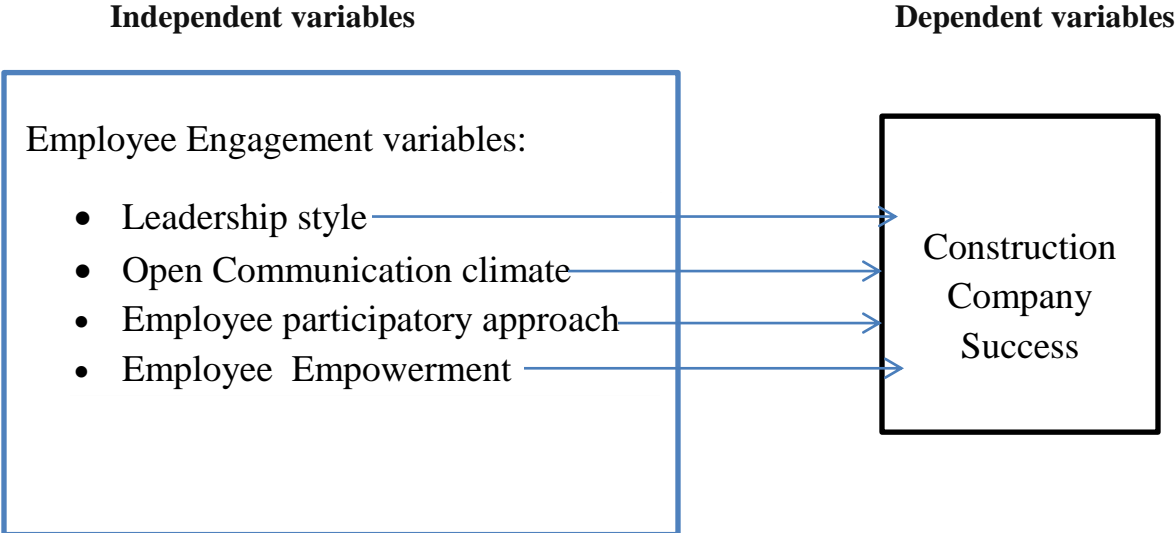


Fig.3. Conceptual Frame Work, adopted by the researcher

## 2.4. Research hypothesis

In the case of research questions, the following research hypotheses should be develop or formulate that relates to employee engagement in a sunshine construction company:

H1: Leadership Style:

- Null Hypothesis (H0): There is no significant interplay between leadership style and construction company success.
- Alternative Hypothesis (H1): Leadership Style employed in the company has a positive significant influence on the construction company success.

H2: Open Communication Climate:

- Null Hypothesis (H0): There is no significant relationship between open communication climate and construction company success.
- Alternative Hypothesis (H1): It has a positive and significant impact on the construction company success.

H3: Employees Participatory Approach:

- Null Hypothesis (H0): There is no significant relationship between employee participatory approach and construction company success.
- Alternative Hypothesis (H1- in decision-making processes has positive and significant contribution on the construction company success.

H4: Employee Empowerment:

- Null Hypothesis (H0): There is no significant association between employee engagement empowerment and construction company success.
- Alternative Hypothesis (H1) has a positive and significant impact on the construction company success.

## **CHAPTER THREE**

### **Research Methodology**

#### **3. Introduction**

The research methodology, detailing the research design and methodological procedures employed in the study. It elucidates the execution of the research based on its objectives, such as research design, target population, sampling frame, data collection tools and techniques, research approach, sampling size, reliability and validity, and ethical considerations.

#### **3.1. Research Design**

This research design is the strategic guides and framework for this research project. It encompasses the methods, procedures, and aims of the research project. This research project focuses on assessing employee engagement in the case of sunshine construction company. The researcher assessed, examined, described and explored about the employee engagement through this research design method in the case company. The researcher used descriptive and explanatory research design type.

#### **3.2. Research Approach**

To assess the construction company employee engagement system to be meeting with the aims of the research and problems related to it that the researcher had followed through mixed research approach method for this research project work.

The researcher used mixed research approach due to examine the research questionnaires, observations and documents that should analyse the collected data by using statistical procedures. The numerical quantitative data give more strengthens the reliability and validity of this research work to stating the situation of employee engagement in depth in the case of sunshine construction company.

#### **3.2. Description of study variables**

The research project variables that related to employee engagement are fundamental factors for understanding the dynamics of working environment, individual effectiveness and organizational performance. The researcher examines various factors that contribute to the employee levels of engagement. Employee engagement is having many variables that interact to shape employees

overall experience at work. The construction company can use this knowledge to create strategies that to enhance higher engagement levels.

### **3.3. Description of study area and target population**

Employee engagement is a significant subject in management theory and practice. Even though, there remain substantial variations in the concept, theory, influencing factors and outcomes related to employee engagement.

#### **3.3.1. Target Population**

The research target population represents the overall group of interest for a research study. It includes all the individuals, entities, or elements about which researchers want to draw inferences or make estimates. Target population is a well-defined collection of individuals have a common binding characteristics or traits and declare the overall context of the study. The researcher included 903 permanent employees as target population from the case company.

### **3.4. Sampling technique/methods and sample size**

#### **3.4.1. Sampling technique/methods**

The researcher had employed probability sampling method. The samples had chosen randomly due to the scope of the work and the knowledge of the population of the company employee. Hence, simple random sampling method had used to select samples randomly from the entire or total population.

#### **3.4.2. Sampling size determination**

This refers to the number of items to be selected from the population to constitute a sample. The size of sample should be optimum. An optimum sample is one, which fulfills the requirements of efficiency, representatives, reliability and flexibility.

The sample size must secure a sufficient number to represent the population. Almost all employees have homogeneous characteristics. So due to the nature of works that have similar characteristics, the sample size is to allow generalize the results to represent the population. Therefore, with these regard the employees sample size is adequate to represent the population.

Sample size was determined using (Kothari, 1985, p.218) formula for a population less than 10,000 and confidence level of 95% then 5% of significance level and the sample error was expected to be 0.6%.

$$n = \frac{Z^2 \cdot p \cdot q \cdot N}{e^2 (N-1) + Z^2 \cdot p \cdot q}$$

Where, N= size of population =903, permanent employee only

p=sample proportion= 0.6

q= 1- p=1-0.6=0.4

z= 1.96, standard normal variable at the confidence level of 95% and

e= 0.05, acceptable error (the precision), from the normal curve table

n= required sample size

Then the sample size,  $n = \frac{(1.96)^2 \times 0.6 \times 0.4 \times 903}{(0.05)^2 \times (903 - 1) + (1.96)^2 - 0.6 \times 0.4} = 142$

The desired sample size /n/ could be calculated as 142 permanent employees of the case company. The sample respondents had selected from the employee for questionnaires and some of them for interviews depend on the nature of the research project work that they are involved.

### **3.5. Collection of data – source, types, instruments, etc.**

The researcher employed both primary and secondary data sources. The study presented different types of questionnaire for the respondents to conduct on this project work. The researcher prepared twenty five questionnaires, twenty for independent variables five for each variable and five questionnaires for dependent variables. From the respondents might be expecting to express their belief and experiences.

#### **3.5.1. Primary Data Sources**

This project work primary data were collected through questionnaires from respondents by the researcher. It provides valuable information and deep understanding about the issue for this project work. Questionnaires were using as primary data sources and apply to assess the sunshine construction company employee engagement.

#### **3.5.2. Source of Secondary Data**

Sources of secondary data for this research project were books, internet, and journals, relevant articles.

#### **3.5.3. Data Gathering Instrument/Tools**

The relevant and adequate data gathering tools were questionnaires, observations and documents for this research project work.

#### **3.5.3.1 Questionnaires**

To collect relevant information from respondent's the researcher prepared twenty five research questionnaires. The content of questionnaires was focused on assessing the current situation of employee engagement at sunshine construction company.

The self-printed hard paper questionnaire distributions method was through researcher's hand using transport went to respondent's office and with the assistance of friends. The re-collection method was also the same.

#### **3.5.3.2. Informal Discussion**

To reinforce the gathered information to fulfil the required purpose the researcher used mitigation plan. Hence, instead of interview, the researcher gathered reliable, supportive and detail information data from staff employee and leaders through informal and formal discussion, from minute of meeting and personal perception.

#### **3.5.3.3. Observation**

Through this method, I could collect handful and recent data through close field observations and perceptions. The act of recognizing the occurrence often involving records and noticed a judgment on inference. I took data from day-to-day activities and made personal attentions that generated as a qualitative data lasts for a long duration. Hence, some of the issues raised in this research project were done based on my observation and perception that gained from through long years' experienced in the area.

#### **3.5.3.4. Document Analysis**

The researcher was reviewed the construction project weekly, monthly, and quarterly and annually employee performance reports that were located at the project engineering office during the physical survey.

### **3.6 Data analysis-model, techniques, software, etc.**

To assess the sunshine construction company employee engagement system to be meeting with the aims of the research and problems related to it that the researcher had followed through quantitative, qualitative and mixed research approach method for this research project work.

### **A- Quantitative analysis:-**

Quantitative approach in this research project involves measuring different types of variables, testing hypotheses, and assessing the effectiveness of their outcomes. It tends to be more fixed and deductive. The researcher quantitatively analyzed and summarized the collected data using explanatory procedures, descriptive statistical analysis and SPSS computer software. It was categorized and tabulated in figures, graphs and tables as per their similarities. The descriptive statistical analysis of frequency distribution undertakes to provide an overview of the company employee engagement. It used to depict the current status or existing levels of the employee engagement. Hence, the analysis was conducted on to test different variables that influenced on the case company success.

### **B- Qualitative analysis:-**

The researcher also used qualitative research approach that focused on to explored and understood subjective experiences, beliefs, and concepts of the quality related issues through observation, informal discussion, perception and document analysis to allowed flexibility and inductive judgments throughout the research process. The researcher assessed sunshine construction company culture profiles, that is management behaviour and other environmental variables, qualitatively through consideration of open and informal discussion and literature review.

In addition, the required information gathered through questionnaires, observations and documents then data analysis and discussions had applied on mixed methods. of quantitative and qualitative bases. Mixed methods research combines elements of both quantitative research and qualitative research in order to answer research questions more comprehensively. Mixed methods research integrates the benefits of both quantitative and qualitative methods. It aims to provide a more complete picture than standalone quantitative or qualitative studies. Researcher collected and analyzed both numerical (quantitative) and narrative (qualitative) data that had given more strengthens the reliability and validity of this research work. Accordingly, the major findings of the research were identified, the conclusion could draw, and feasible recommendations had forwarded.

### **3.7. Reliability and Validity**

Reliability and validity are key pillars in assessing research quality. Reliability focuses on the consistency and stability of measurements or findings, while validity concerns the accuracy and truthfulness of results. High validity indicates results align closely with real-world properties and variations (Source-Addis Ababa University School of Commerce research method module, 2018).

The reliability and validity issues were used for checking quality of instrument. To ensure the quality of research project and credibility to the scientific community the researcher gave due care to both validity and reliability of the data, the research process in general as well as the research output. Validity of the questionnaire has checked through consultations with my advisor. This is to establish any built-in errors in the measurement of the questionnaire.

Pilot testing was conducted by researchers before the main survey to test questionnaire tendency. To conduct a pilot test to assess the reliability and validity of the research, the researcher used statistical methods to calculate the test sample size. To ensure the research project data reliability and validity considerations, the sample size was sufficient to measures internal consistency. Hence, the researcher took the required procedures, to precede the final research confidentially.

The respondents used pretesting had not part of the main research. In addition, the researcher used different sources of data like questionnaires, literature, and observation to triangulate the data. Triangulation enhances the reliability and validity of the data collecting process from the point of ethical consideration and it leads to generate credible, believable and effective outcome.

### **3.8. Ethical considerations**

Personal integrity was paramount in every step of this research process. Each participant was fully informed about the research's purpose in an accessible manner and explicitly asked for their oral consent before any data collection commenced. No information was gathered from participants without their prior consent, and all data provided by respondents about their company's employee engagement systems was treated confidentially and solely used for research purposes. The respondents willingly and comprehensively shared detailed information, ensuring that data collection was conducted with their full consent.

## CHAPTER FOUR

### Data Analysis and Interpretation

#### Introduction

In this chapter, the outcomes of data analysis are outlined in accordance with the research methodology outlined in chapter three. It includes background of the characteristics of the respondents and a detailed discussion regarding the three specific objectives of the study is also presented. The findings are illustrated through tables utilizing descriptive statistical procedure, explanatory approach and, SPSS (Statistical Package for Social Sciences) computer software followed by detailed discussions.

It is classified into two main parts. The first part describes the characteristics and background of participant's profiles. The second part presents the result of the study by interpreting and analysis the data quantitatively by used descriptive statistics and explanatory approach.

In order to conduct the study, the researcher was prepared multiple type questioners as shown in the Appendix A. The sound of questioners' validity and reliability need to be tested and evaluated. Therefore, the researcher did this, and then the content validity is good because, the questioner contains universal employee engagement system representative samples.

#### 4.0 Response Rate:

Descriptive statistics are employed to provide a general overview of responses across various dimensions. The response rate of the samples respondents were summarized as in the table below.

**Table 4. 1.** Response Rates of the Sample Respondents.

No.	Types of data collection Instrument used	Sources of data	Sample size	Returned	Not Returned	Percentage Returned
1	Questionnaires	Male	103	99	4	69.72%
		Female	39	39	-	26.76%
Total			142	138	4	97.18%

*Source: Field Survey Data, 2024.*

The researcher prepared one hundred forty-two (142) questionnaires and delivered to the respondents but from these questionnaires 138 (97.18%) of them were completed and returned as shown in Table: 4.1. The rest four respondents, 4(2.82%) of them had not responded it due to their own cases. This shows that, the respondents are eager and want personal growth and organizational development.

#### 4.1. Demographic Information of the respondents

The respondents for the questionnaires were drawn from the sunshine Construction Companies. The selected respondents possibly from various participants in the construction company such as consultants of the construction project, Project Managers, construction Engineers, site Engineers and supervisors, HR sectors, finance and auditors.

The major profile of the respondents included and attempt to describe and discussed their gender, position, the level of qualification, and years of experience in sunshine construction company as summarized in the table bellows.

**Table 4.2: Profile of Respondents**

Position in the firm	sex		Qualification		Experience in years				Total (f)	%
	M	F	MSc/	BSc	0-10	11-20	21-30	> 31		
Project managers	8	-	2	6	-	2	6		8	5.80
Human resource	8	-	-	8	-	4	3	1	8	5.80
Personnel	6	-	-	6	-	6	-	-	6	4.35
Finance	4	12	2	14	5	6	3	2	16	11.39
Auditor	2	-	2	-	1	1	-	-	2	1.45
Logistics	2	-	-	2	-	-	2	-	2	1.45
Store head	8	-	-	8	4	2	2	-	8	5.80
Procurement	2	6	1	7	5	2	1	-	8	5.80
Mechanics	7	-	2	5	4	2	1		7	5.07
Con. engineers	18	-	3	15	2	16	-	-	18	13.04
Site engineers	14	8		22	16	5	1		22	15.94
supervisors	8	-	3	5	2	2	1	3	8	5.80
Office engineers	8	13	3	18	16	5	-	-	21	15.22
Nurse	4	-	-	4	-	-	2	2	4	2.90
<b>Total (f)</b>	99	39	18	120	55	53	22	8	138	100
Total in %	71.74	28.26	13.04	86.96	39.86	38.41	15.94	5.8	100	

*Source: Field survey, 2024*

From the above table 4.2, the characteristics of respondents depicts that 71.74% of employees were males and the rest 28.26% of them were females. These data indicates that, in sunshine construction company, the participation's of males were high but the female' participation's were low due to nature of works. Hence, the majority opinions were taken from males respondents.

Regarding to work position, as shown in the table 4.2 above, they had various construction professional responsibilities, such as Project Managers 8 or 5.80%, construction Engineers 18 or 13.04%, Site Engineers 22 or 15.94% and supervisors 8 or 5.80%, which are 56 or 40.58% of the respondents. This shows that they are highly professionals assigned in Construction Company for the purpose of productivity and competitive advantage. In addition, 21 or 15.22% of the respondents had been working as office engineers in the company. Therefore, they can understand and evaluate the existing situation of employee engagement systems in the construction company.

Regarding to educational level of the respondents based on the data, the majority of respondents, which are 120 or 86.96% of the respondents are holds Bachelor Degree and the other 18 or 13.04% of the respondents hold Master's Degree work at Construction Company. Hence, this shows that the feedback should be more reliable and valuable, and that leads to suggest reasonable recommendation.

Moreover, the employees work experiences are 55 or 39.86% of respondents had between 0-10 years' experience, 53 or 38.41% of respondents had between 11-20 years, 22 or 15.94% of respondents had between 21-30 years, and 8 or 5.8% of respondents had above 30 years' work experience. Thus, their work experiences are able to effectively mature their knowledge, skill and attitude to perform their given tasks effectively and develop engagement.

Generally, from the respondents work position, educational level and work experience, the researcher can understand that most of the respondents are well professional and skilled in sunshine construction company and they have had a positive impact on employee engagement practices. Hence it is expected that, their responses are most reliable and valid for the research project outcomes.

NOTE: The classification of the Standard Deviation is as follows:

- From 0.1– 0.49 is weak;
- From 0.5 – 0.99 is moderate variability in responses and
- Above, >= 1. is with higher variability in responses

The classification of the Mean is as follows:

- From 1– 2.9 is weak;
- From 3.0 – 4.5 is moderate; and
- Above, >= 4.6 is strong (Freedman D.pisani,R& Purves,R (2007). \*\*\*Statistics\* W.W.Norton & Company).

#### 4.2. Descriptive Statistical Analysis of the Variables

The researcher examine with different information on sunshine construction company assessment approach with the support of associated questionnaire, some document analysis, and literature review accordingly. Hence, the detail discussions of the questionnaires on the assessment of employee engagement level to enhance company success (Data analysis based on Independent and Dependent variables).

Descriptive statistics were carried out for the dependent variable, which is the company's success, and the independent variables, comprising components of employee engagement such as leadership style, open communication climate, employee participatory approach, and employee empowerment. This analysis involved calculating the mean and standard deviation. The mean score was computed to indicate the average responses provided by participants for each question falling within every dimension.

**Table 4.2.1: Leadership style Dimensions**

Measurement Item	N	Mean	Std. Deviation
Does Sunshine Construction Company's leadership style positively encourage employees to perform effectively?	138	4.25	.96
Does the company's leadership style effectively achieve its goals through employee commitment?	138	4.23	1.00
Does the company's leadership system contribute to the development of employee engagement?	138	4.33	.80
Is the company's leadership engagement considered to exemplify mentoring, facilitating, and nurturing?	138	4.31	.89
Does sunshine construction company leadership engagement system fulfill customer satisfaction?	138	4.12	1.06
Valid N (listwise),Grand mean and Std.Devation	138	4.25	0.94

Source: output SPSS22

As can be learnt from the table 4.2.1, it looks like that has been conducted on a survey to assess the leadership style dimensions within Sunshine Construction Company. Here are the descriptive statistics for each measurement item:

**Positive Encouragement for Effective Performance** (table 4.2.1): Mean = 4.25, Standard Deviation = 0.96. This suggests that, on average, employees perceive that the leadership style of the company positively encourages them to perform effectively, with moderate variability in responses.

**Achievement of Goals through Employee Commitment** (table 4.2.1): Mean = 4.23, Standard Deviation = 1.0. This indicates that the company's leadership style is perceived to effectively achieve its goals through employee commitment, with strong variability in responses.

**Contribution to Employee Engagement** (table 4.2.1): Mean = 4.33, Standard Deviation = 0.80. Employees perceive that the company's leadership system contributes positively to the development of employee engagement, with relatively moderate variability in responses.

**Exemplification of Mentoring, Facilitating, and Nurturing** (table 4.2.1): Mean = 4.31, Standard Deviation = 0.89. The leadership engagement is considered to exemplify mentoring, facilitating, and nurturing, with moderate variability in responses.

**Fulfillment of Customer Satisfaction** (table 4.2.1): Mean = 4.12, Standard Deviation = 1.06. The company's leadership engagement system is perceived to fulfil customer satisfaction, with higher variability in responses compared to other dimensions.

From table 4.2.1, **the grand mean** of 4.25 suggests a strong overall positive perception of the leadership style within the company, indicating effectiveness in fostering a motivating and engaging workplace. In summary, employees generally view Sunshine Construction Company's leadership style positively, recognizing its role in encouraging performance, achieving goals, and enhancing engagement, although there may be room for improvement in customer satisfaction outcomes.

Overall, these statistics suggest that Sunshine Construction Company's leadership style is positively perceived by employees across various dimensions, with relatively high means indicating favorable perceptions. In addition, there seems to be slightly more variability in perceptions regarding customer satisfaction compared to other aspects of leadership style.

**Table 4.2.2 Open communication climate**

Measurement Item	N	Mean	Std. Deviation
Does the company communication system use employee engagement improvement for the company success?	138	4.63	.48
Does the company solve any potential problems through operational communication to enhance employee engagement?	138	4.58	.66
Does sunshine construction company set resolving methodologies for unsuccessful communication to foster employee engagement?	138	4.54	.75
Does the company's internal and external effective communication strongly contribute to the company's success?	138	4.40	.80
Does the company have formal communication rules and policies to maintaining a smooth-running that supports to company success?	138	4.57	.66
Valid N (listwise) ,Grand mean and Std.Deviation	138	4.54	0.67

Source: output SPSS22

Based on the descriptive statistics provided for the open communication climate within Sunshine Construction Company, here's an interpretation of the measurements:

**Need for communication system improvement** (Table 4.2.2): Mean = 4.63, Standard Deviation = 0.48. This indicates that employees perceive there is a relatively high need for improvement in the communication system between managers and employees. The low standard deviation suggests that there is a high level of agreement among employees regarding this aspect.

**Problem solving through operational communication** (Table 4.2.2): Mean = 4.58, Standard Deviation = 0.66. Employees perceive that the company effectively solves potential problems through operational communication, with moderate variability in responses.

**Setting methodologies for resolving unsuccessful communication** (Table 4.2.2): : Mean = 4.54, Standard Deviation = 0.75. The company is perceived to have set methodologies for resolving unsuccessful communication, with moderate variability in responses.

**Effective communication contributions to company's success** (Table 4.2.2): Mean = 4.40, Standard Deviation = 0.80. Effective internal and external communication is perceived to strongly contribute to the company's success, with moderate variability in responses.

**Formal communication rules and policies** (Table 4.2.2): Mean= 4.57, Standard Deviation = 0.66. The company is perceived to have formal communication rules and policies to maintaining a smooth-running that supports to company success with moderate variability in responses.

From Table 4.2.2 the **Grand Mean** of 4.54 indicates a very positive perception of the communication climate within Sunshine Construction Company. A mean above 4 suggests that employees believe the communication systems are effective in engaging them and enhancing company success.

Overall, these statistics suggest that while there is a perceived need for improvement in the communication system between managers and employees, the company is generally effective in problem-solving through communication and has established methodologies for resolving unsuccessful communication. Effective communication is also seen as a significant contributor to the company's success.

**Table 4.2.3 Employee participatory approach**

Measurement Item	N	Mean	Std. Deviation
Does employee participation at Sunshine Construction Company commonly influence on achievement and goal accomplishment?	138	4.46	.77
Does employee participation at Sunshine Construction Company help in improving engagement efforts?	138	4.49	.75
Does Sunshine Construction Company's organizational culture positively influence employee participatory involvement?	138	4.41	.95
Does corporate commitment enhance employee team spirit at Sunshine Construction Company?	138	4.35	1.06
Does sunshine construction company well-defined employee responsibilities that help to improve employee engagement?	138	4.23	1.11
Valid N (listwise), Grand mean and Std.Devation	138	4.39	0.92

Source: output SPSS22

**Influence on achievement and goal accomplishment** (Table 4.2.3): Employees perceive that their participation commonly influences achievement and goal accomplishment positively. The mean score of 4.46 suggests a strong agreement with this statement, with relatively moderate variability in responses (Standard Deviation = 0.77).

**Improvement in Engagement Efforts** (Table 4.2.3): Employee participation is also seen as beneficial for improving engagement efforts, with a mean score of 4.49 and moderate variability (Standard Deviation = 0.75).

**Influence of Organizational Culture** (Table 4.2.3) : Sunshine Construction Company culture is perceived to positively influence employee participatory involvement, as indicated by a mean score of 4.41 and moderate variability (standard deviation = 0.93). This indicates employee participatory approach is used to strengthen organizational culture. Build on the positive aspects of the organizational culture that support employee participation. This may involve promoting transparency, trust, and collaboration, as well as recognizing and celebrating employee contributions to the company's success.

**Corporate Commitment and Employee Team Spirit** (Table 4.2.3): Corporate commitment is seen to enhance employee team spirit at the company, with a mean score of 4.35 and relatively higher variability (standard deviation = 1.06). The result indicates that employee participatory approach enhances Corporate Commitment. Reinforce corporate commitment to employee welfare and team spirit through initiatives such as employee development programs, recognition schemes, and clear communication of organizational values and goals.

**Effectiveness of well-defined employee responsibilities** (Table 4.2.3): The presence of well-defined employee responsibilities is perceived to positively impact employee engagement, although this aspect has a slightly lower mean score compared to others, with higher variability (Mean = 4.23), standard deviation = 1.11). Employee responsibilities should be clearly defined and aligned with organizational objectives. Provide adequate support and resources to help employees fulfilled their roles effectively, and seek feedback periodically to identify areas for improvement. Investigate the factors contributing to address variability in perception, particularly regarding employee team spirit and the effectiveness of well-defined responsibilities. Address any underlying issues or discrepancies to promote a more consistent and positive employee experience across the organization.

From Table 4.2.3, **Grand mean:** the overall grand mean of 4.39 demonstrates a generally favorable view of employee participation's role in the company. This indicates that employees perceive participatory practices as beneficial to their engagement and the organization's success.

In general the indicated measurement items are encouraged and facilitate employee participation. Foster an environment that encourages and facilitates employee participation in decision-making processes, goal setting, and problem-solving activities. This can further enhance employees' sense of ownership and commitment to achieving company's goals.

Overall, the findings suggest that Sunshine Construction Company effectively promotes the environment where employee participation is valued, positively influencing engagement and performance outcomes. The Company can further leverage employee participation as a driver of organizational success and cultivate a more engaged and cohesive workforce.

**Table 4. 2. 4. Employee Empowerment**

Measurement Item	N	Mean	Std. Deviation
Does Sunshine Construction Company's culture positively influence on improvement of the employee empowerment system?	138	4.12	1.07
Does Sunshine Construction Company's empowerment system enhance human resources development, teamwork, employee commitment, and discipline concern?	138	4.19	1.02
Does sunshine construction company empowerment system have formal rules and policies to maintaining a smooth-running to organizational development	138	4.16	1.10
Does sunshine construction company employee empowerment system have trust, openness, and participation persists?	138	4.38	0.84
Does sunshine construction company employee empowerment system results-oriented, controlled and structured?	138	4.19	1.01
Valid N (listwise), Grand mean and Std.Devation	138	4.21	1.01

Source: output SPSS22

Based on the above data provided in Table 4.3.4 regarding employee empowerment at Sunshine Construction Company, several key insights can be drawn:

**Company Culture Influence** (Table 4.2.4): The mean score for this item is 4.12 with a standard deviation of 1.07. This suggests that, on average, employees perceive Sunshine Construction

Company's culture positively influence on improvement of the employee empowerment system. However, the standard deviation indicates some variability in perceptions among employees.

**Enhancement of HR Development, Teamwork, Commitment, and Discipline** (Table 4.2.4): The mean score for this item is 4.19 with a standard deviation of 1.02. This indicates that employees generally perceive that the employee empowerment system at Sunshine Construction Company enhances human resources development, teamwork, employee commitment, and discipline concern. The standard deviation suggests moderate variability in perceptions.

**Presence of Formal Rules and Policies** (Table 4.2.4) : The mean score for this item is 4.16 with a standard deviation of 1.10. This implies that, on average, employees perceive that the employee empowerment system at Sunshine Construction Company has formal rules and policies in place to maintain smooth organizational development. However, the standard deviation suggests a considerable range in perceptions among employees.

**Presence of Trust, Openness, and Participation** (Table 4.2.4): The mean score for this item is 4.38 with a standard deviation of 0.84. This indicates that employees perceive a high level of trust, openness, and participation within the employee empowerment system at Sunshine Construction Company. The moderate standard deviation suggests more consistency in perceptions among employees compared to other items.

**Result-Oriented, Controlled and Structured System** (Table 4.2.4): The mean score for this item is 4.19 with a standard deviation of 1.01. This suggests that, on average, employees perceive the employee empowerment system at Sunshine Construction Company to be results-oriented, very controlled, and structured. The standard deviation indicates some variability in perceptions among employees.

From Table 4.2.4, **Grand Mean:** 4.21 the grand mean score reflects an overall favorable view of the employee empowerment system at Sunshine Construction Company. This high average indicates that employees generally feel empowered and supported in their roles.

Overall, Overall, Sunshine Construction Company appears to be on the right track with its employee empowerment initiatives, but continuous evaluation and adaptation will be key factors to maintaining high levels of employee satisfaction and engagement.

**Table 4.2.5. Company Success level in relation to employee engagement**

Measurement Item	N	Mean	Std. Deviation
Does sunshine construction company employees strongly engaged on their work currently?	138	4.16	.454
Does sunshine construction company employee engagement overall status strongly positive?	138	4.08	.43
Does sunshine construction company management committed to made continuous improvement for company success?	138	4.06	.47
Does the company incentive enhance employee engagement that leads to increase company success?	138	4.08	.41
Does the company employee engagement indicate the basic factors of company success?	138	4.07	.45
Valid N (listwise), Grand mean and Std.Devation	138	4.09	0.44

Source: output SPSS22

Based on the provided data on employee engagement and company success levels at Sunshine Construction Company, it's evident that there is a strong positive correlation between in various aspects of employee engagement and the overall company success.

**The current status of employee’s engagement on their work** (Table 4.2.5): the higher mean score of 4.16 suggests that the current status of employee’s engagement on their work is engaged and effective in enhancing the quality of products and services. This indicates a proactive approach towards addressing weaknesses and capitalizing on strengths, which is vital for sustained success.

**The overall status of company employee engagement** (Table 4.2.5): With a mean score of 4.08, employees perceive that the company is actively working on improving its employee engagement system. A well-engaged workforce tends to be more productive and innovative, directly contributing to higher profitability and overall success. Hence, the overall status of company employee engagement is generally positive.

**Management Commitment to Continuous Improvement** (Table 4.2.5): With a mean score of 4.06 indicates that employees perceive the management's commitment to continuous improvement

positively. This commitment is crucial for long-term success as it fosters innovation and adaptation to changing market conditions.

**Incentives for good performance** (Table 4.2.5): The mean score of 4.08 indicates that incentives for good performance are positively impacting employee engagement. Recognizing and rewarding employees for their efforts can boost morale and motivation, leading to improved company performance and success.

**Employee engagement** (Table 4.2.5): With a mean score of 4.06, employee engagement is perceived as a fundamental factor contributing to company success. Satisfied employees are more likely to be productive, committed, and willing to go the extra mile, all of which are crucial for achieving organizational goals.

From table 4.2.5, **the grand mean** of 4.09 reinforces the finding that employee engagement at Sunshine Construction Company is robust and viewed positively by employees.

In conclusion, the data suggests that Sunshine Construction Company's employee engagement level correlates positively with the company's overall success. The indicated measurement items (management commitment, performance review methodologies, improvement initiatives, incentives, and job satisfaction), are clearly shown their integrated relationship. Investing in and prioritizing these aspects of employee engagement can lead to sustained growth and competitiveness in the construction industry.

### **4.3. Correlation Analysis (Tests) for the Independent Variables:**

The research project conducted on correlation analysis to examine the interdependence of the independent variables. This analysis aimed to determine the direction and strength of relationships among the variables within a range of -1.00 to +1.00, as indicated by the Pearson product-moment correlation. A Pearson correlation of +1 signifies a perfect positive linear relationship, while -1 or values close to 1 indicate varying degrees of linear dependency between variables. The study utilized Pearson's correlation coefficient ( $r$ ) to assess the relationships between employee engagement factors (leadership style, communication climate, participatory approach, and empowerment) and company success. Guidelines from Field (2005) were followed to interpret the strength of these relationships based on the correlation coefficients.

The classification of the correlation coefficient (r) is as follows:

- From 0.1– 0.29 is weak;
- From 0.3 – 0.49 is moderate; and
- Above,  $\geq 0.5$  is strong (Freedman D.pisani,R& Purves,R (2007). *\*\*\*Statistics\** W.W.Norton & Company).

**Table 4.3.1 Correlation Analysis**

Dependents and Independent variables correlation		Company success	Leadership style	Open Communication Climate	Employee Participatory Approach	Employee Empowerment
Company success	Pearson Correlation	1			*	
	Sig. (2-tailed)					
	N	138				
Leadership style	Pearson Correlation	.719**	1			
	Sig. (2-tailed)	0				
	N	138				
Open Communication Climate	Pearson Correlation	.660**	.605**	1		*
	Sig. (2-tailed)	0	0			
	N	138	138	138		
Employee Participatory Approach	Pearson Correlation	.605**	.614**	.985**	1	
	Sig. (2-tailed)	0	0	0		
	N	138	138	138	138	
Employee Empowerment	Pearson Correlation	.492**	.624**	.969**	.985**	1
	Sig. (2-tailed)	0	0	0	0	
	N	138	138	138	138	138

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: output SPSS22

Based on the correlation table.4.3.1, that provides here an explanation of the correlations between the dependent variable (" company success ") and the independent variables of employee engagement (leadership style, open communication climate, employee participatory approach, and employee empowerment):

## **Leadership Style:**

Pearson Correlation with company success: 0.719 Significance (2-tailed): 0.000 (which means  $p < 0.01$ , highly significant). There is a strong positive correlation (0.719) between leadership style and company success. This suggests that as leadership style improves or becomes more effective, organizational development that tends to improve as well.

Effective leadership style is crucial for shaping organizational culture, strategy implementation, and employee motivation. The strong positive correlation (0.719) with organizational development indicates that:

- **Transformational Leadership:** Leaders who inspire, motivate, and intellectually stimulate their teams tend to foster innovation and adaptability within the organization.
- **Transactional Leadership:** Clear communication of expectations and rewards for achieving goals can enhance operational efficiency and performance.
- **Servant Leadership:** Prioritizing the development and well-being of employees often leads to higher morale and commitment, which are essential for sustained organizational growth.

Leadership styles that prioritize vision, support, and development are more likely to align organizational efforts with long-term goals, thereby contributing positively to organizational development or company success.

## **Open Communication Climate:**

Pearson Correlation with company success: 0.660 Significance (2-tailed): 0.000 there is a strong positive correlation (0.660) between open communication climate and company success. This indicates that when there is an open and transparent communication climate within the organization, it positively influences organizational development.

An open communication climate facilitates transparency, trust, and collaboration throughout the organization. The strong positive correlation (0.660) with company success highlights:

- **Information Flow:** Clear and timely communication of goals, strategies, and performance metrics enables employees to understand their roles in achieving organizational objectives.

- **Feedback Mechanisms:** Regular feedback loops empower employees to address challenges and capitalize on opportunities effectively.
- **Conflict Resolution:** Open communication fosters constructive dialogue, leading to the resolution of conflicts and the promotion of a supportive work environment.

### **Employee Participatory Approach:**

Pearson Correlation with Success of Organizational Development: 0.605 Significance (2-tailed): 0.000: There is a strong positive correlation (0.605) between employee participatory approach and the company success. This means that when employees are actively involved in decision-making and processes, it enhances organizational development outcomes.

Involving employees in decision-making processes and encouraging their active engagement in organizational initiatives is essential for fostering a sense of ownership and commitment. The strong positive correlation (0.605) with company success implies:

- **Empowerment:** Giving employees the autonomy to make decisions within their areas of expertise promotes innovation and problem-solving at all levels of the company.
- **Teamwork:** Collaborative decision-making enhances collective intelligence and allows diverse perspectives to contribute to strategic outcomes.
- **Skill Development:** Participation in decision-making processes cultivates leadership skills, promotes learning, and prepares employees for future challenges.

Organizations that prioritize employee participation benefit from enhanced creativity, agility, and resilience, which are pivotal for achieving sustained growth and competitiveness

### **Employee Empowerment:**

Pearson Correlation with company success: 0.492 Significance (2-tailed): 0.000 there is a positive correlation (0.492) between employee empowerment and the success of the company. Although slightly weaker compared to the other variables, it still shows that empowering employees contributes positively to organizational development.

Empowering employees involves delegating authority, providing resources, and creating opportunities for growth and development. The positive correlation (0.492) with company success underscores:

- **Responsibility:** Empowered employees take ownership of their tasks and strive for excellence, contributing to improved productivity and performance outcomes.
- **Innovation:** Empowerment encourages employees to experiment with new ideas and approaches, fostering a culture of continuous improvement and adaptation.
- **Motivation:** Feeling trusted and valued motivates employees to go beyond their job descriptions, leading to higher job satisfaction and lower turnover rates.

By empowering employees, company can leverage their full potential; capitalize on diverse talents, and drive sustainable organizational development in a rapidly changing business environment.

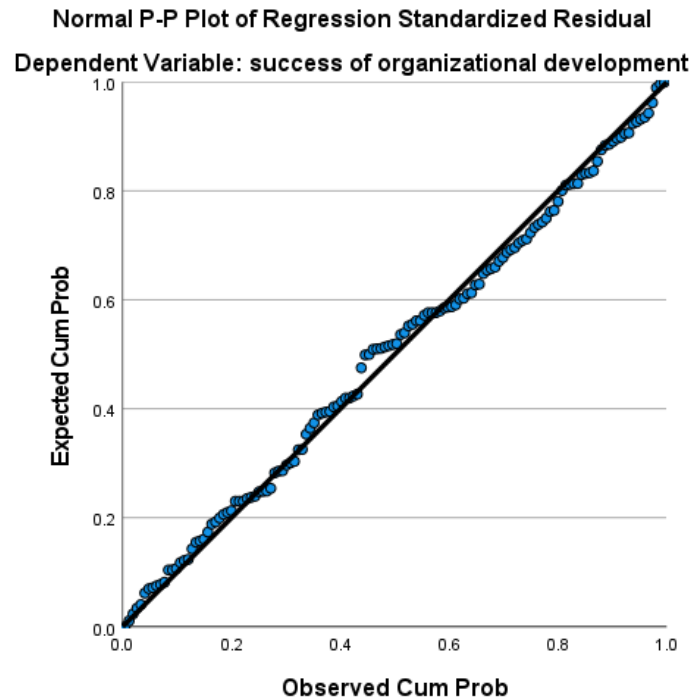
All the independent variables of employee engagement (leadership style, open communication climate, employee participatory approach, and employee empowerment) have statistically significant positive correlations with the success of the company. By investing in effective leadership practices, fostering open communication, involving employees in decision-making, and empowering them to contribute meaningfully, company's can create environments where innovation thrives, performance flourishes, and long-term success is achieved. These factors collectively contribute to building resilient organizations capable of adapting to evolving the construction business demand and achieving sustainable growth.

#### **4.4 Regression Analysis (Tests)**

##### **Linearity Test**

Using SPSS software, a graphical representation was created to examine if a linear relationship existed between the dependent variable (company success) and the independent variables (leadership style, open communication climate, employee participatory approach, and employee empowerment). Linearity serves as a gauge of how closely alterations in the dependent variable correspond with variations in the independent variables.

**Figure 4.1: Linearity Test**



The image depicts a Normal P-P Plot of Regression Standardized Residuals for the dependent variable: success of the company. This plot is commonly used to assess the normality of residuals in regression analysis. Here are the main points:

Expected Cumulative Probability (y-axis):

- The y-axis shows the cumulative probability of a standard normal distribution.
- Moving upwards on the y-axis indicates increasing cumulative probability.

Observed Cumulative Probability (x-axis):

- The x-axis displays the cumulative probability of the residuals.
- The blue dots represent the observed cumulative probabilities.

Linearity:

- The data points closely align along a straight diagonal line.
- This alignment suggests that the residuals are approximately normally distributed.
- A strong alignment validates the accuracy of regression models in predicting outcomes.

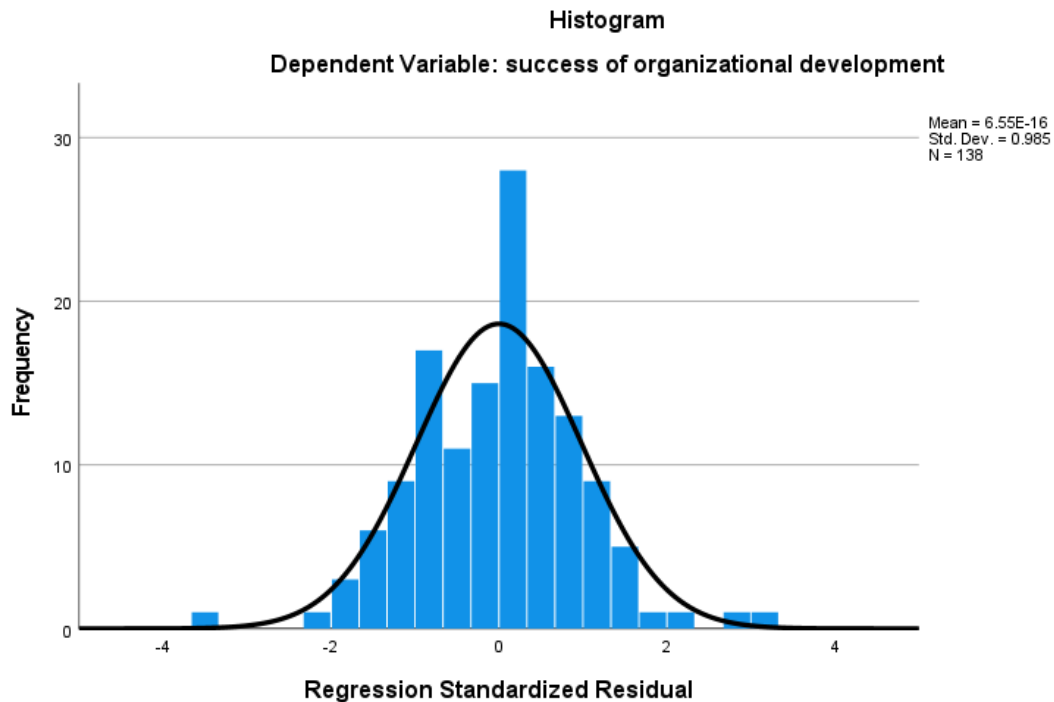
Interpretation:

- The close adherence to the diagonal line indicates that the regression model meets the normality assumptions.

- This graphical confirmation reinforces the reliability of the regression analysis in assessing success of the company

#### 4. 4.1.1. Normality Test

Figure 4.1.Normality Test



The histogram of residuals is a graphical tool used to evaluate the distribution of residuals, which are the differences between observed and predicted values in a regression model.

Here are the key details:

**Histogram Description:** The histogram illustrates the frequency distribution of regression standardized residuals. The x-axis represents "Regression Standardized Residuals," spanning from about -4 to 4. The y-axis shows "Frequency". And these vertical bars depict how often each residual value occurs. Most bars are concentrated around zero, indicating that the majority of residuals are close to zero.

**Normal Distribution Curve:** Overlaying the histogram is a normal distribution curve. This curve suggests that the residuals follow an approximately normal distribution. This observation is significant as it suggests that the regression model fits the data well.

Descriptive Statistics: from the above histogram, descriptive statistics are provided: Mean = 6.55E-16 (indicating a mean close to zero for residuals) Std. Dev = 0.995 (standard deviation) N = 138 (sample size)

Interpretation: The normal distribution of residuals implies that the assumptions of linear regression, including the normality of residuals, are likely satisfied. Researcher verifies this assumption to ensure the reliability of their model. While formal statistical tests (such as Shapiro-Wilk, Kolmogorov-Smirnov, or Jarque-Bera) can also assess normality, they may indicate non-normality for large sample sizes even when the data are approximately normal. Therefore, the histogram remains a valuable visual tool for assessing normality

#### 4.4.1.2 Multi Co linearity Test

Multiple regression result of employee engagement and success of the company

**Table 4.4.1 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.580 <sup>a</sup>	.336	.316	.18282	1.274
A:predictors: (Constant), employee engagement					dependent Variable: success of the company

Based on the provided data from the regression model: The coefficient of determination (R Square) is 0.336, indicating that approximately 33.6% of the variance in the success of the company was explained by the predictor variables (employee engagement). R represents the correlation coefficient between the predicted values and the observed values. In this case, it is 0.580, suggesting a moderate positive correlation between the predictor variables and the success of the company.

The adjusted R Square, which takes into account the number of predictors and the sample size, is 0.316. This adjusted value suggests that the predictor variables provide a reasonable fit to the model, explaining about 31.6% of the variance in the dependent variable. The standard error of the estimate is 0.38282. It represents the average difference between the actual values and the predicted values by the regression model. A lower value show a better fit of the model to the data. The Durbin-Watson statistic is 1.574. It measures the autocorrelation of the residuals (errors) in the regression analysis. The value falls close to 2, suggesting that there is no significant autocorrelation present in the residuals.

In conclusion, the regression model suggests that employee engagement is a significant predictor of organizational success. However, it only explains around 33.6% of the variance in organizational success, indicating that there may be other factors not included in the model that also influence organizational success. Nonetheless, the model appears to provide a reasonable fit to the data, as indicated by the adjusted R Square and the Durbin-Watson statistic.

**Table 4.4.2 ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.878	4	2.470	16.851	.000 <sup>b</sup>
	Residual	19.492	134	.147		
	Total	29.370	138			

a. Dependent Variable: organizational success

b. Predictors: (Constant), employee engagement

The ANOVA table serves as a critical tool for assessing the overall significance and acceptability of the regression model. In this context, the model is deemed significant due to the F-statistic's significance value of 0.000, which is lower than the conventional threshold of 0.05. This implies that the model's ability to explain variation in the dependent variable is not due to chance.

Moreover, the standardized Beta coefficient is utilized to gauge the magnitude of influence of each predictor variable on the dependent variable, aligning with the research goal outlined in the first chapter. These coefficients illustrate the intensity of each predictor variable's impact on the criterion variable, providing insights into the degree of change in the dependent variable associated with a unit change in the independent variable

**Table 4.4.3. Coefficients of Dependent Variable (company success )**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.98	0.306		3.203	0.002
Leadership style	0.504	0.062	0.566	7.429	0.017
Open Communication climate	0.498	0.069	0.567	7.419	0.027
Employee Participatory Approach	0.496	0.068	0.564	7.42	0.026
Employee Empowerment	0.486	0.065	0.567	7.435	0.011

Based on the provided data from the regression model: 50% Constant Term (Intercept): The constant term (0.980) represents the expected value of the dependent variable when all independent variables are zero. It is statistically significant with a p-value of 0.002 at 50% confidence interval suggesting that there is a significant baseline value of the dependent variable.

**The Leadership style** coefficient of 0.504 signifies that with each one-unit rise in Leadership style, the dependent variable tends to increase by 0.504 units. The standardized coefficient (Beta) at 0.566 reflects not just the relationship's strength but also its direction when considering the measurement

scale. This coefficient is statistically significant (p-value = 0.017), indicating a notable positive impact of Leadership style on the dependent variable.

**The Open Communication climate** coefficient of 0.498 implies that a one-unit elevation in Open Communication climate leads to a 0.498 unit increase in the dependent variable. The standardized coefficient (Beta) stands at 0.567. This coefficient is statistically significant (p-value = 0.027), indicating a substantial positive influence of Open Communication climate on the dependent variable.

**The Employee Participatory Approach** coefficient of 0.496 indicates that with each one-unit increase in this approach, the dependent variable typically increases by 0.496 units. The standardized coefficient (Beta) at 0.564 reinforces this relationship. This coefficient is statistically significant (p-value = 0.026), suggesting a meaningful positive impact of Employee Participatory Approach on the dependent variable.

**For Employee Empowerment**, the 0.486 coefficient implies that for every one-unit rise in this factor, the dependent variable increases by 0.486 units. The standardized coefficient (Beta) is 0.567. This coefficient is statistically significant with a p-value of 0.011, indicating strong evidence that Employee Empowerment positively influences the dependent variable.

Overall, the analysis shows that all employee engagement factors (Leadership style, Open Communication climate, Employee Participatory Approach, Employee Empowerment) have statistically significant positive impacts on the dependent variable. Enhancing these aspects within the organizational context could lead to favorable outcomes for the dependent variable.

In addition from the informal discussion, observation and document review, the stated independent variables of employee engagement have mutual inductance and significant contribution for company success. Employee engagement and company success have strongly integrated interplay with each other.

## **CHAPTER FIVE**

### **Summary, Conclusion and Recommendations**

#### **Introduction**

This chapter includes a summary of the finding, conclusions drawn from the analysis, recommendations corresponding to each research project objective, and proposals for further research to enhance employee engagement at Sunshine Construction Company. The primary aim of this research project was to evaluate the correlation between employee engagement and organizational advancement within Sunshine Construction Company, aiming to pinpoint the most suitable employee engagement approach for the organization.

#### **5.1. Summary of the Findings**

After analyzing the information gathered that had conducted on as aforementioned earlier through distributed questioners, observation and some document analysis the following major findings are presented and outlined here under.

- ❖ The current status of employee engagement in Sunshine Construction Company indicates that employees are actively engaged and exhibit positive behavior towards their work.
- ❖ The company's leadership style is perceived to effectively achieve its goals through employee commitment and it is considered to exemplify mentoring, facilitating, and nurturing with variability in responses.
- ❖ The company's leadership engagement system is perceived positively to fulfil customer satisfaction, with higher variability in responses across various dimensions.
- ❖ Effective internal and external communication is regarded as strongly contribute to the company's success.
- ❖ Employees perceive that their participation commonly influences on achievement and goal accomplishment positively.
- ❖ Employee participation is beneficial for improving engagement efforts.
- ❖ Sunshine Construction Company culture is perceived to positively influence on employee participatory involvement.
- ❖ Employee participatory approach reinforces corporate commitment to employee welfare and team spirit through initiatives such as employee development programs, recognition schemes, and clear communication of organizational values and goals.

- ❖ Well-defined employee responsibilities are perceived to positively impact on employee engagement.
- ❖ The Company can further leverage employee participation as a driver of success and cultivate a more engaged and cohesive workforce.
- ❖ The company employee empowerment system is results-oriented, very controlled, and structured.
- ❖ Sunshine Construction Company's employee empowerment system generally has positive perceptions among employees regarding its influence on organizational culture, enhancement of various aspects like HR development and teamwork, presence of formal rules, trust, openness, and its result-oriented nature.
- ❖ Motivational working environments and developing possible attitudes of employee engagement system are used to preventing problems for the purpose of company success.
- ❖ Well-organized and cohesive team spirit is used to improving employee engagement system to enhance company success.
- ❖ Engaged employees are more loyal, truthfulness, willingness, cooperative and work through challenges that leads to increased productivity and enhance their well-being with satisfaction.
- ❖ Employee communications are the most important tool to develop healthy working environment among employees to achieve higher productivity rates that leads to company success.
- ❖ Engaged committed and passionate employees on their work and dedicated towards their company give crucial competitive advantages for the company's.

In general, leadership style, open communication climate, employee participatory approach and employee empowerment are employee engagement independent variables and they might add its value. Those integrated relationship are used to employee engagement enhancement and improvement leading to company success. Hence, Employee engagement and company success have integrated relationship between them. Assessment of construction company employee engagement system review is essential in order to evaluate its effectiveness.

## **5.2. Conclusion**

The main objective of the research project is to assess employee engagement for the success of company. The researcher forwarded the following conclusion based on the findings of the study that mentioned above.

- ❖ The company may need understanding the concept of employee engagement to involve assessing how effective and successful engagement system implementation.
- ❖ Regarding, the company employee engagement status identification needs attention.
- ❖ The study may be in the summary of the findings, the company needs to examine the activities of employee engagement efficiencies and effectiveness that try to adopt and practice to achieve best results.
- ❖ Company success is depends on employee engagement through human resources development, teamwork, and employee commitment that focus on the people concern.
- ❖ Employee engagement enhancement and improvement methodology with related activities need to be planned, implemented, monitored and evaluated continuously.
- ❖ Leadership style, open communication climate, employee participatory approach and employee empowerment are consider the basic factors of employee engagement that may use for company good achievement.

In general, well-designed employee engagement system is the basis for moving companies forward to satisfying and achievement of sustainable competitive advantage.

## **5.3. Recommendations**

The basic aim of this research project work was thoroughly assess employee engagement in the case of sunshine construction company. The researcher has undertaken this research project on employee engagement largely from management perspective. Therefore, according to the findings of this research project, several key actions can be outlined to foster organizational effectiveness and enhance the company and employee satisfaction:

- ❖ The company will be developing strong motivational corporate culture, effective and well-to do organizational structure to enhance and improve employee engagement.
- ❖ Senior management regularly evaluate the effectiveness of engagement system to develop more skilled, qualified and committed staff to achieve the company's goals.
- ❖ The Company may set proper employee engagement policies, rules and procedures with related resources for continuous improvement initiative through life time commitment.
- ❖ Enhance communication systems through regular feedback and improve transparency.

- ❖ Empower Employees with clear responsibilities and roles with decision-making authority to foster accountability and ownership aligned with organizational values and goals.
- ❖ Invest in leadership development training programs that focus on transformational and transactional leadership styles that effectively supports to managers and their teams.
- ❖ Fostering employee empowerment culture and employee participation in decision-making and goal-setting activities through emphasizing trust with openness initiatives.
- ❖ Enhance organizational structure to maintain employee engagement and keeping the reporting lines and responsibilities accordingly to improve efficiency and collaboration.
- ❖ Create healthy organizational environment that encourages employee engagement across all departments and levels forward with inclusivity and diversity.
- ❖ Evaluate engagement effectiveness regularly on employee's skills and commitment effort aligned with overall company goals and objectives.

These recommendations provide a comprehensive framework for Sunshine Construction Company to enhance employee engagement, improve organizational effectiveness, and foster a positive working culture to organizational growth, innovation and prosperity.

## **5.4 Research Limitation and Areas of Further Research**

### **5.4.1. Limitation of the study**

- ❖ The research project issue is very interesting but it needs time to generating ideas to develop the concept widely.

### **5.4.2. Suggestion for future research**

- ❖ The company should be adopting and practicing best employee engagement methods effectively and efficiently for further improvement.
- ❖ Successful and effective employee engagement system framework implementation helps to the company strategies that aim to enhance sustainable company success.
- ❖ Enhancing employee engagement, the company should be used the commutative of success. These are Review in the past (Retrospective) +Current View (Perspective) + Future View (Prospective) that leads to become visionary (perfect vision) and that leads to achieve the required success.

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Cambridge Dictionary

Addis Ababa University School of commerce Research method module, 2018

## Appendix - A

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE  
SCHOOL OF GRADUATE STUDIES  
DEPARTMENT OF BUSINESS LEADERSHIP

### Dear Respondents:

My name is Getahun Gizaw Abebe currently I am working the final research project and distributing questionnaire for a partial fulfillment of Masters of Arts Degree in Business Leadership at Addis Ababa University School of Commerce. The questionnaire is designed to collect the necessary information for the research titled “assessment of employee engagement for the success of organizational development the case of sunshine construction company’ ’Therefore the respondents are kindly request to complete these entire questionnaires frankly and responsibly. Not required to write name.

Thanks in advance for spending the precious time to answer the questions and cooperation!

Note that all responses will be held confidential.

### QUESTIONNAIRE

#### SECTION -I: Background Information

General Instruction: Please give your responses to the following items by placing an “X” mark in the box placed against your answer(s). .

Respondents:

1 **Sex:**

<input type="checkbox"/>	Male	<input type="checkbox"/>	Female
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2 In the firm position:

<input type="checkbox"/>	Project manager	<input type="checkbox"/>	Con.engineer	<input type="checkbox"/>	Site engineer
<input type="checkbox"/>	Off.engineer	<input type="checkbox"/>	Consultant	<input type="checkbox"/>	Other:_____

3 Qualification:

<input type="checkbox"/>	MSc/MA	<input type="checkbox"/>	BSc/BA
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4 Experience in the construction industry: How long have you been employed by the company? \_\_\_\_\_  
 TVET  Other:\_\_\_\_\_

5 Management course participant

<input type="checkbox"/>	Project management professional	<input type="checkbox"/>	Integrated management
<input type="checkbox"/>	Other:_____		

**SECTION – II: Research Project Questionnaires**

This research project questions would design to assessment of employee engagement for the success of organizational development in the case of sunshine construction. Hence, please try to answer the following research questions accordingly.

*Please place a "X" mark in the box that represents your level of agreement.*

**5. Strongly agree. 4. Agree. 3. Neutral. 2. Disagree. 1. Strongly disagree.**

A- The following questionnaires are directly related with employee engagement independent variables (leadership style, open communication climate, Employee participatory approach and employee empowerment).

No	I. leadership style	5	4	3	2	1
1	Does Sunshine Construction Company's leadership style positively encourage employees to perform effectively?					
2	Does the company's leadership style effectively achieve its desired goals through employee commitment?					
3	Does the company's leadership system contribute to the development of employee engagement?					
4	Is the company's leadership engagement considered to exemplify mentoring, facilitating, and nurturing?					
5	Does sunshine construction company leadership engagement system fulfill customer satisfaction?					
	<b>II. open communication climate</b>					
6	Does sunshine construction company communication system used to employee engagement improvement for the purpose company success?					
7	Does the company solve any potential problems through operational communication to enhance employee engagement?					
8	Does sunshine construction company set resolving methodologies for unsuccessful communication to foster employee engagement?					
9	Does the company's internal and external effective communication strongly contribute to the company's success?					
10	Does sunshine construction company have formal communication rules					

	and policies to maintaining a smooth-running of organization?					
<b>III. Employee participatory approach</b>						
11	Does employee participation at Sunshine Construction Company commonly influence on achievement and goal accomplishment?					
12	Does employee participation at Sunshine Construction Company help in improving engagement efforts?					
13	Does Sunshine Construction Company's organizational culture positively influence on employee participatory involvement?					
14	Does corporate commitment enhance employee team spirit at Sunshine Construction Company?					
15	Does a company well-defined employee responsibility help to improve employee engagement?					
<b>IV. employee empowerment</b>						
16	Does Sunshine Construction Company's organizational culture influence on employee empowerment system improvement positively?					
17	Does the Company's employee empowerment system enhance human resources development, teamwork, employee commitment, and discipline concern?					
18	Does the company employee empowerment system have formal rules and policies to maintaining a smooth-running to company success?					
19	Does sunshine construction company employee empowerment system havetrust, openness, and participation persists?					
20	Does sunshine construction company employee empowerment system results-oriented, very controlled and structured?					

B- Research questionnaires directly related with the dependent variable:

**V. company success**

<b>company success level in relation to employee engagement</b>						
1	Does sunshine construction company employees strongly engaged on their work currently?					
2	Does sunshine construction company employee engagement overall status strongly positive?					
3	Does sunshine construction company management committed to made continuous improvement for company success?					
4	Does the company incentive enhance employee engagement that leads to increase company success?					
5	Does the company employee engagement indicate the basic factors of company success?					

*Thank you--- for your precious time and cooperation!!!*

**Appendix-B**

Document review and analysis Monthly, quarterly and annual reports

Labour performance reports

Organization manuals