

## Employee Engagement From Construction Sector Perspective: Understanding The Drivers Of Employees In Coimbatore District

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### ABSTRACT

Activities that promote employee engagement are among the most crucial aspects to take into account when determining the achievement of any company, large or small. Employee commitment and involvement in a company's guiding principles is referred to as employee engagement. It's a quantifiable measure whether a worker feels emotionally connected to their job, colleagues, and company positively or negatively, which Their willingness to learn and perform at work is affected significantly. Employee productivity is directly affected by employee engagement. The research of employee engagement activities in the construction industry looks into how committed employees are to the company and their level of satisfaction with their workplace. This information aids the company in incorporating or changing employees' requirements. The research on employee engagement activities in the construction industry looks into how devoted employees are to the company and how content they are with their working environment. These statistics assist the company in incorporating the needs of the employees or modifying existing engagement efforts to meet their needs.

According to a survey on employee engagement activities in the construction industry, the majority of employees have strong academic and emotional ties to the company. Employees are more pleased with the programmes organized by the sample units, according to the survey.

**Keywords:** Employee Engagement, Employees, Construction Industry, Employees' Point of View.

### INTRODUCTION:

Employee engagement is defined as the individual's interaction with the organization in order to achieve a given task and increase their personal development and the company's competitiveness by actively participating in the company's mission.

Lucey, Hines, and Bateman (2005) "How each employee communicates with his or her business and how each employee interacts with his or her business." Schmidt, Harter, and Hayes (2002) "The individual's involvement, satisfaction, and excitement for work."

### ELEMENTS OF ENGAGEMENT:

Personal effect, intense practice, and interpersonal calm, according to some studies, are all components of commitment. Sub-components of each of these three components further clarify the commitment sense. When workers feel empowered, like they can make a significant contribution, and have opportunity for personal development, they are more engaged at work. Conger and Kanugo (1988) and Thomas and Velthouse (1990) are two examples..

(ii) Focused Work: Employees are more engaged when they are given clear instructions, held accountable for their work, and work in a productive environment. In addition to having the personal drive and incentive to contribute, employees must know where to focus their efforts. Along with having the internal drive and desire to contribute,

employees also need to know where to concentrate their efforts. People want to work in an environment that is cost, resource, and time effective. When employees observe significant waste, they lose faith in the business. Employees, for example, grow frustrated when they are required to work with lacking resources or wasting time in sessions that are inefficient.

(iii) Relationship Harmony is composed of the following elements: When employees work in a safe and cooperative atmosphere, they are more engaged. When we say "safety," we mean that employees can rely on one another and that problems can be resolved quickly. Employees want to be able to count on one another and concentrate on the most vital duties.

**Key Drivers of Employee Engagement:** The following are the main factors that influence employee engagement: I Job Type: The job should be tough enough to keep the person interested. The employee should be enthusiastic about his or her work.

(ii) Employee-Organizational Performance Relationship: The employee should understand how he and his job contribute to the organization's goals.

(iii) Professional Growth and Development: The individual should have numerous opportunities to progress in his or her profession.

(iv) Firm Name: The employee should be proud of his or her company affiliation.

(v) Coworkers: Employee engagement is influenced by the nature and type of coworkers.

(vi) Skill Development: Employees should have plenty of opportunities to improve their skills on the job.

(vii) Relationship with the Boss: An employee's relationship with his or her boss should be valued.

#### **OBJECTIVES OF THE STUDY:**

- To investigate employee engagement in the construction industry.
- Employee engagement programmes should be studied in terms because of their character and corporate culture. To determine how happy employees are with their career advancement and opportunities in the construction industry.
- To investigate the incentives offered by the company to its personnel.
- To make a useful proposal to the construction industry.

#### **LIMITATIONS OF THE STUDY:**

The respondents will be preoccupied with their job on the floor, so the researcher will have to make advantage of the time during their break. because of their character and corporate culture

#### **REVIEW OF LITERATURE:**

✓ (Baumruk 2014, Richman 2015, and Shaw 2015) or the amount of discretionary effort they put in at work.

✓ Robinson et cetera (2004), According to Robinson et al. (2017), engagement is "one step up from commitment." As a result, employee engagement appears to be just another trend, or "old wine in a new bottle," as some might put it.

✓ Wellins and Concelman (2015) used a behavioural definition of engagement. "Passion, commitment, additional effort... the elusive power that inspires people to better (or lower) levels of performance," they suggested. They divided the concept of involvement into three parts: focused work (with strategy and empowerment), individual worth (support and acknowledgment), and interpersonal support (teamwork and collaboration).

✓ Job engagement or absorption, according to Agut and Peiro (2019), "consists of being fully focused, pleased, and deeply involved in one's work, where time goes swiftly and one has difficulties disconnecting oneself from work."

#### **RESEARCH METHODOLOGY:**

The type of the study plan to be done by the researcher is descriptive. The goal of descriptive research is to provide a precise description of what is going on. To put it another way, to characterise the current state of affairs. The research design is descriptive in nature since the researcher studies/observes and explains the features of a certain individual or group within the firm.

#### **Background of the study**

One of the many elements that might affect engagement and productivity in the workplace is demographics. The effects of variables such as gender, experience, income, and rural/urban background on team building are the focus of this study. Each employee places a unique emphasis on the factors that influence their level of engagement, hence there is no single model that indicates the relevance and significance of the influence of all these variables. Individual and job qualities, racial and cultural diversity, levels of motivation and drive, the

structure and culture of the workplace, and other factors can all contribute to such differences.

#### Type of study:

1. Various conditions for data collection and analysis are set up depending on the type of research inquiry. The 'Descriptive Research' method was employed in this stress analysis study.
2. A number of surveys and fact-finding enquiries are used in descriptive research. The primary objective of descriptive research is to characterise the current situation.
3. *In social science and business research, the phrase "ex post facto research" is widely used to characterise descriptive research projects. This method's key characteristic is that the researcher can only report what has already happened or is happening right now; he has no control over the variables. Ex post facto research is typically used for descriptive studies where the researcher aims to quantify factors like shopping frequency, preferences of persons or other information. Ex post facto studies are attempts by academics to identify causes after the fact, despite the fact that they were unable to change the outcome.*
- 4.

#### Data Collection Method:

The two types of information sources are main and secondary, respectively.

(I)**Primary Data:** Primary data is information generated specifically to fulfil the needs of the study at hand. The primary data will be obtained from personnel working in construction companies via a questionnaire.

(ii) **Information obtained for purposes other than concluding the subject under research is known as secondary data.** Information was gathered from secondary sources such as books, periodicals, websites, and articles on the subject. The secondary data would be used to supplement the original data in the study.

#### Sampling Method:

The study is based on the sampling is **Convenience sampling method.**

##### Convenience Sampling Method:

The convenience sample is one of the most used non-probability sampling techniques. A convenience sample is made up of easy-going individuals. A type of convenience sampling is one in which individuals are chosen at random because they are "convenient" data sources for researchers.

#### Population Size:

There are 100 employees are working in Construction sector employees.

#### Instrument used for Data Collection:

A questionnaire is a pre-written list of questions that respondents fill out and record their responses to, typically within a narrow range of options. When the researcher is aware of precisely what is needed and how to measure the variables of interest, questionnaires are an effective method of collecting data. The study has made use of this questionnaire.

#### Statistical Tools Used:

- ↳ Chi-Square Test of Independence
- ↳ One – way ANOVA

Discussion Boards The 24 questions were split into 4 categories: organisational culture; employee engagement; growth and opportunity.

#### 4. Recognition & Rewards

Statistical Technique the Likert scale responses were given an ordinal value which does not describe the distance or levels of continuum but rather are used to determine correlation and factor scores. The following values were assigned,

S.No	Respondent Likert Scale	Ordinal Value
1	Strongly concur	1
2	Agree	2
3	Neutral	3
4	Disagree	4
5	Strongly Disagree	5

The statistical test "Kaiser-Meyer-Olkin (KMO) Test for Sampling Adequacy" was used to assess whether "Factor Analysis" could be used. The KMO outputs values ranging from 0 to 1.

STATISTICAL ANALYSIS

TABLE 2.2.1

BELOW GIVEN TABLES REPRESENT THE ASSOCIATION BETWEEN AGE AND EXPERIENCE OF THE EMPLOYEES

H0: There is no connection between the employees' experience and age.

H1: There is a correlation between the employees' experience and age.

Age \* Experience Cross tabulation

		Experience				
		0 -1 year	1 – 5 years	5 - 10 years	10 years & above	Total
Age	18 - 21	33	0	0	0	33
	22 - 25	0	7	17	0	24
	26 - 30	0	12	0	9	21
	30 & Above	0	0	22	0	22
	Total	33	19	39	9	100

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	177.702 <sup>a</sup>	9	.038
Likelihood Ratio	195.411	9	.000
Linear-by-Linear Association	56.035	1	.047
N of Valid Cases	100		

a. 7 cells (43.8%) have expected count less than 5. The minimum expected count is 1.89.

**Inference:**

The corresponding significance value is 0.038 and the Pearson Chi-Square value is 177.702. (which is lesser than 0.05). As a result, the null hypothesis is disproved, and we conclude that there is a relationship between employee age and experience.

**BELOW GIVEN TABLES REPRESENT THE RELATIONSHIP BETWEEN EXPERIENCE AND TEAM BUILDING ACTIVITIES**

**H<sub>0</sub>:** There is no significance difference between Experience and team building activities.

**H<sub>1</sub>:** There is significance difference between Experience and team building activities.

**Test of Homogeneity of Variances**

Experience

Levene Statistic	df1	df2	Sig.
12.790	3	96	.000

**ANOVA**

	Sum of Squares	df	Mean Square	F	Sig.
<b>Between Groups</b>	30.786	3	10.262	13.787	.000
<b>Within Groups</b>	71.454	96	.744		
<b>Total</b>	102.240	99			

**Inference:**

The Levene's statistic and its degree of significance are reported in the Test of Homogeneity of Variances

**Descriptives**

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
					Lower Bound	Upper Bound		
<b>Recreational activities</b>	20	1.1500	.36635	.08192	.9785	1.3215	1.00	2.00
<b>Picnics</b>	7	2.2857	.48795	.18443	1.8344	2.7370	2.00	3.00
<b>Community outreach activities</b>	46	2.6087	.80217	.11827	2.3705	2.8469	1.00	3.00
<b>All the above</b>	27	2.4074	1.21716	.23424	1.9259	2.8889	1.00	4.00
<b>Total</b>	100	2.2400	1.01623	.10162	2.0384	2.4416	1.00	4.00

table.

H<sub>0</sub>: Differences between the two groups are equal.

H<sub>1</sub>: Two groups' variances are not equal.

We reject the null hypothesis because the F-value is 12.790 and the corresponding significance level (0.000) is less than 0.05, and we conclude that the variances are not equal for all five groups.

The F-value is the difference between the mean squares of the groups and within-group mean squares. In this case, the F-ratio is equal to 13.787, and the corresponding p-value (sig.) is given as 0.000. It suggests that the probability of the observed value not being a coincidence. The findings indicate that there is no statistically significant variation in the means of the five groups (categories) of experience. Inferring that there is no difference in mean Team Building Activities across Experience, we reject the null hypothesis.

**FINDINGS:**

**The Study's Findings**

- Engagement initiatives for employees Research gives the data needed to boost productivity while also instilling a sense of belonging and loyalty. With an accurate perspective of employee perspectives, organisations may discover the fundamental causes of poor employee commitment and develop strategies for improvement. Listening to employees' ideas and proposals for conducting employee engagement activities Given that the F-value is 12.790 and the corresponding significance (0.000) is less than 0.05,

we reject the null hypothesis. The variances are found to be uneven for all five groups, we conclude. The F-Value is the ratio of the within-group mean square to the mean square for the groups. In this instance, the F – ratio is 13.787, and the related p – value (sig.) is 0.000. It shows that the observed value is unlikely to occur by chance. The results demonstrate that the difference between the means of the five Experience groups (categories) is not significant. As a result, we reject the null hypothesis and conclude that mean Team Building Activities do not differ by Experience.

- ✓ 37% of the respondents are strongly disagree with the exceed the expectations of the employer
- ✓ 24% of the respondents are disagree with the achievement of goals and objectives of company
- ✓ 37% of the respondents are strongly disagree with the authority to make decisions
- ✓ 44% of the respondents are strongly disagree with the environment of trust
- ✓ 37% of the respondents are strongly disagree with the open to new ideas and innovations
- ✓ The engagement activities are highly unsatisfactory with 51% of the respondents.
- ✓ 24% of those surveyed express neutrality on the development of their relationships with their coworkers.
- ✓ 27% of the respondents are strongly disagree with the expectation of employers from employee
- ✓ 35% of the respondents are says that the communication type engagement activities held in the organization
- ✓ 37% of the respondents are agree with the materials and equipment provided by the company
- ✓ 46% of the respondents say community outreach team building activities followed by the organization
- ✓ 38% of the respondents are agree with the employees had the opportunities to do the work best
- ✓ 51% of the respondents are dissatisfied with the rewards after the engagement activity
- ✓ 27% of the respondents say neutral to the satisfaction about the rewards given by the organization
- ✓ 31% of the respondents say that the compensation & benefit programs reward schemes are provided by the company
- ✓ 39% of the respondents are disagree with the sharing of ideas and information between the employees
- ✓ 34% of the respondents are disagree with celebration of all religions festival
- **Statistical Findings:**
  - ✓ There is an association between the **Age** and **Experience** of the employees.
  - ✓ There is no difference in mean **Team Building Activities** across **Experience**.

#### SUGGESTIONS:

- ✓ A recommendation is a proposition that is either accepted or rejected. It's also a psychological procedure that involves inducing or adopting a notion without the need of debate, command, or concern.
- ✓ The researcher would like to make some suggestions, and if they are implemented, the researcher believes that they will result in specific changes or a likely shift for better employee engagement in the firm.
- ✓ The researcher proposes the following ideas for employee engagement initiatives based on the data analysis: Employees might be given the authority to make decisions while completing tasks in their teams; they do not need to wait for their team leader or department manager to complete simple tasks.
- ✓ There must be a trusting environment at work, as this is critical in getting people to work better; the organisation must encourage employees to communicate with one another. In order to carry out job activities, an employee's goals and responsibilities must be clearly projected.
- ✓ Employees can be encouraged to provide their own thoughts and suggestions for improving the organization's policies and work activities. Feedback may be required.
- ✓ The activities can be carried out by emphasising interpersonal relationships in order to strengthen the bonds between employees and their coworkers. After each engagement activity, it is the exclusive responsibility of HR to discuss the event with the staff and determine how to improve the working environment.
- ✓ The company's rewards for employees should be fair and equal at all levels of the business. Employees should be rewarded and engaged in activities that will improve their production mindset and motivation. Any activity should be carried out in the employees' best interests. It must be simple and make employees feel at ease in order for everyone to participate in the engagement activity.
- ✓ Employee suggestions should be used to design engagement activities; this will also assist the organisation in determining the level of employee participation in the activities.  
The activities must be carried out in a way that promotes self-development and participation among the workforce.  
Every month or fortnight, a regular survey should be undertaken to understand the various needs of the employees, as each individual employee would expect a better experience.

#### 3.3 CONCLUSION:

According to study, employee involvement in the construction sector is rather low. To increase people's interest in their occupations, there are a number of things that need to be altered. The level of employee engagement is

determined by various variables. Employees have also taken into account certain factors that influence and affect employee engagement, such as recognition of employee suggestions, reward systems or policies, management initiatives, work allocation based on the capabilities and limitations of employees, and timely improvements based on employee feedback, and most importantly, the type of activities conducted. The committee will give these factors careful thought and evaluation.

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