


What drives Employee Engagement and Performance at Work? Linking Communication, Training, and Support to Better Results

Muhammad Farman Rehman¹ *

1-Business Administration, Iqra University, Karachi, Pakistan

*Corresponding Author: sufikashif1982@yahoo.com

ABSTRACT

This study highlights the growing importance of human capital over conventional financial assets and explores the critical role that employee engagement plays in improving organisational effectiveness. The primary objective is to examine the impact of open communication, employee-supervisor relationships, training and development, and compensation and benefits on employee engagement, which in turn influences organisational success. A sample of 221 employees from various corporate companies was given a standardised questionnaire as part of a quantitative research strategy. The suggested model was developed after a thorough literature review, and the data were analysed by using SmartPLS. The results show a substantial association between organisational performance and employee engagement, with significant positive correlations found between the research variables. In particular, open communication had a small but favourable impact on employee engagement, as indicated by its β coefficient of 0.046. However, the impact of training was negative ($\beta = -0.413$), indicating that existing training methods might not be sufficient to improve engagement. The significant impact of employee development ($\beta = 0.467$) increasing levels of commitment. Similarly, the employee-supervisor relationship, with a β value of 0.487, indicating a strong association with engagement. Motivation also had positive influence ($\beta = 0.297$). These findings have significant implications for businesses seeking to enhance their competitive edge by prioritising employee engagement as a key strategic objective.

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INTRODUCTION

Better individual and organisational outcomes result from engaged individuals' increased commitment, productivity, and alignment with company objectives (Saks, 2022). The more the labourers are engaged, the more the organisational execution is elevated. Labour and work engagement have taken on ever greater importance between analysts and establishments in society (Lee et al., 2016). The foundation of this learning is massively explicit to examine the effect of changed procedures, i.e. Open Communication in organisations, Compensation Bundles on representative engagement, Employee-Supervisor relationship, assortments of Preparing, Advancement Program. Assist with the impact of employee engagement on corporate growth and employee satisfaction.

The phrase "employee involvement" is prevalent in today's business environment. With the passage of time, several organisations are struggling to increase the degree of involvement of their experts. It is also one of the most significant human resource challenges. In this century, association and human resources experts consider worker involvement one of the most influential factors of supportable value (Sahoo & Sahu, 2009).

Many organisations are spending a significant amount of time and resources on handling and calculating challenges and concerns related to employee engagement. Human capital is now known as an organisation's most valuable resource, surpassing other monetary resources in achieving corporate goals. Institutions that invest in their employees' preparation, development, reward, and engagement gain competitive advantages in this fast-paced, evolving world.

Employee motivation, training, and development are crucial aspects that affect employee engagement. Happy and encouraged workers stay for an extended spell and improve their performance over time, contributing to achieving the total organisational purposes.

Worker engagement is characterised as a psychological condition, trait, or human behaviour that demonstrates an employee's positive acts toward the organisation and its values (Jin & McDonald, 2017). The worker can produce high volumes of repetitive work when organisations attempt to increase competition and develop their human resource development processes. Furthermore, establishments attempt to engage their capable connections and allow them. Retention rate is detected as very low in the associations where the development of their employees' programs is designed and aligned. On the other hand, candidates prefer to remain in organisations where their careers are established and where they are aware of the company's growth and development plans. The HR Department's primary duty is to develop and advance the careers of its employees. Staff must be given every opportunity that will allow them to

advance their professional abilities. Furthermore, active workers are generally satisfied employees who tend to stay with the company for an extended period.

Previous longitudinal studies have backed away from testing the hypothesis and the hypothesised model, concluding that adopting human resource strategies that improve worker engagement will help minimise turnover (Shuck et al., 2014). It has been estimated that the cost of an associate leaving could be equivalent to his or her (6) six-month salary to replace even one worthy worker, and that the cost of production and modernisation are unknown, as a result of the departure of a top-performing employee who is on his way out the door.

According to recent studies, workplace elements that majorly impact employee engagement levels include motivation, effective communication, ongoing training, employee growth, and supportive relationships with supervisors (Albrecht et al., 2021; Bakker et al., 2023). Employees feel more appreciated and involved in their jobs when they are informed, supported, and provided with the proper training and opportunities for growth.

This study examines the impact of key organisational elements—such as open communication, professional development, targeted training, employee motivation, and supervisor-employee relationships—on fostering employee engagement and enhancing overall organisational performance. By uncovering the dynamics between these factors, the research offers organisations actionable insights to craft meaningful strategies that boost employee engagement and translate into measurable improvements in business outcomes.

LITERATURE REVIEW

Human Resources Development and Employee Engagement

The term Human Assets refers to the information, ability, imaginative capacities, desire, standards and consideration of an organisation's staff (Mahmud & Idrish, 2011). Monetary assets do not appear to be a factor in the company's adequacy and effectiveness. Human assets are the foremost factor which has an astonishing effect on organisational execution, and their honed skills play an imperative part in organisational improvement. Its methods and strategy directly affect and deliver to create a competitive benefit over rivals, and the firm's execution relies entirely on the level of workers' satisfaction within the company.

Fair remuneration plans, performance evaluation programs, and training and development programs all support workers' psychological safety, job satisfaction, and organisational commitment—elements that are essential for engagement (Rabiul et al., 2023). By providing individualised learning and

predictive analytics, technological innovations like artificial intelligence (AI) and E-HRM systems are revolutionising traditional HR activities and opening the door to more successful engagement methods (Aydin et al., 2024; Sadeghi, 2024). Effective HRD interventions significantly enhance employee engagement, a crucial factor in retention and overall corporate performance.

Worker engagement is characterised as a positive attitude directed by a specialist (the specialist) toward the organisation and its values (Robinson et al., 2004). It is difficult to resolve organisational problems and concerns without addressing staff participation issues. Employee involvement is crucial for fostering a shared sense of worth that benefits both the representative and the organisation. After being engaged and compensated, representatives go above and beyond their everyday responsibilities, performing better and gaining a competitive edge over their rivals.

According to previous studies, the most successful way to increase worker involvement is to energise specialists and members in their jobs, create a strong case and credibility as an advertise citizen, and provide enough resources for their professional advancement, all of which demonstrate an interest in their well-being and prosperity (Ganster & Rosen, 2013).

The more a worker is enamoured with his or her role and task, the more involved he or she will be in the company. In addition to employee engagement programmes, organisational responsibility plays an important role. Employee performance and motivation are inextricably related. Without 'over-the-shoulder' supervision, they find it easier to finish projects. A work of the HR department charged with minimising the number of employees leaving the business by advancing main forms and conditions. More cheerful, steadfast, and engaged leaders who must effectively stick with the corporate environment are the focal point.

Relationship between Communication, Training & Development, Employee Supervisor Relations, Employee Engagement and Motivation

Employee engagement is strongly correlated with organisational performance, and workplace factors such as motivation, training and development, communication, and supervisor-employee interactions are consistently recognised as critical determinants of employee engagement. Among the most important factors, accepting a long-term association act is linked to job engagement (Miller et al., 2011). Several studies have discovered a correlation between structural outcomes and employee engagement, such as worker and employee intent to stay, efficiency, welfare, client loyalty, low turnover, performance, etc. According to research, Human resources roles directly impact employee efficiency and

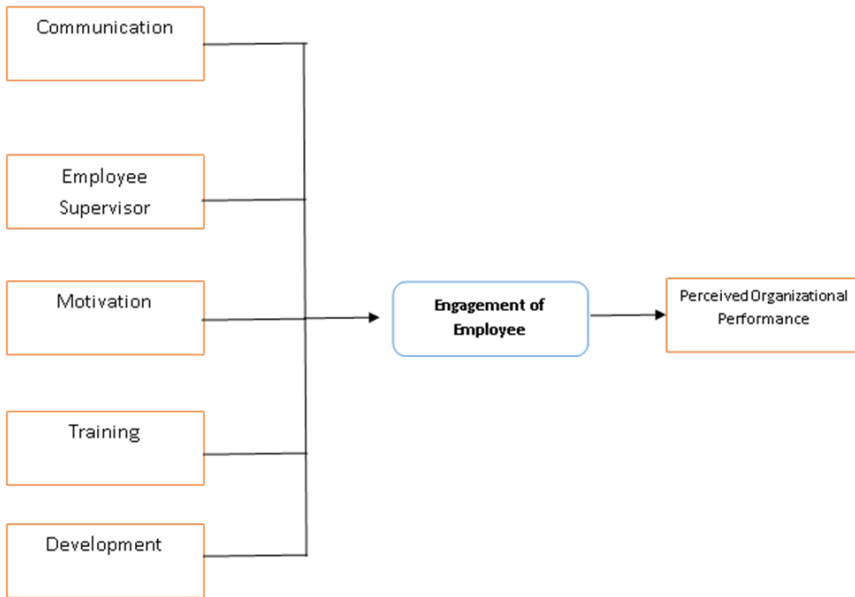


Figure 1: Model

organisational engagement.

In the fields of human resources development (HRD), organisational development (OD), psychology, and management, organisational dedication and employee job engagement have been identified as constant considerations (Jeung, 2011; Kim et al., 2013). Current studies have also recognised the value of employee engagement in providing competitive advantages to companies and enhancing employee performance, such as reduced turnover, increased work performance, organisational loyalty, and absenteeism management, among other benefits. The fundamental elements contributing to sustaining organisational success are linked to employee engagement (Miller et al., 2011). The impact of employee engagement can be seen in the increased organisational performance, positive customer feedback, low employee turnover rates, a well-versed organisational environment, and the organisation’s exterior image. An exceptionally productive employee makes a concerted effort to advance beyond existing opportunities (Harter et al., 2002). Previous studies have made considerable progress in evaluating the correlation between employee engagement and performance outcomes, suggesting that sustained employee work engagement can generate a compelling competitive advantage for companies worldwide.

Motivation greatly increases employee engagement levels and builds resilience, which in turn leads to increased productivity, especially when it is bolstered by both intrinsic happiness and extrinsic rewards (Aggarwal, 2024). Initiatives for training and development not only enhance employee competencies but also demonstrate an organisational commitment to personal development, which in turn increases employee engagement and retention (Bhardwaj & Naaz, 2023; Kwon et al., 2024). Additionally, open and honest communication fosters psychological safety and trust, allowing staff members to feel heard and a part of the company's mission, both of which contribute to improved performance (Blink, 2023; Insight, 2024). Relationship quality with supervisors is also important; supportive leadership enhances employee engagement and morale by promoting goal alignment, providing feedback, and acknowledging individual contributions (Zheng & Ali, 2024).

There is a connection between Human Resources Management (HRM) 'best practice' approaches such as high-commitment, high-performance, and high-involvement HRM and the resulting levels of organizational responsiveness (Truss et al., 2012). Individual competencies contribute to creating productive organisations, resulting in efficiencies within the national economy.

The following null hypothesis has been established in accordance with the philosophies discussed above:

H01: Employee engagement has no significant positive impact on current organisational performance.

The employee-supervisor relationship has a direct influence on employee performance Figure 1 . Everybody desired to be valued against employee's performance. They must be aware of how they come across on social networks. In case of disagreement between the supervisor and the staff, the association's objectives and aims are affected. On the one hand, employees and staff experience demotivation, and their confidence levels become depressed. Conversely, the supervisor and manager's conduct becomes forceful over time.

Staff must be shielded from disgrace and annoyance. They feel hurt and agony once they are degraded. It also lowers their motivation level. They begin considering the changes because of irregular behaviour and a difficult atmosphere. Studies show that a bad boss is one of the most significant issues in goodbye choice. The first purpose of Human Resources is to produce a peaceful and healthy atmosphere. It is often the main source of attaining corporate and organisational objectives.

Managers' and supervisors' provision are perceived as a social dispute generated within which workers perceive the dimensions to which supervisor and senior managers deserve their support and caution about staff and

employees' wellbeing (Eisenberger & Stinglhamber, 2011). The cornerstone of strategic resolution, which addresses staff concerns on a priority basis, is to create a quiet and passive organisational environment. The key role of the human resources department is to create an environment where employees' issues are resolved efficiently and promptly.

One of the most important aspects of a worker's work environment is the relationship between the worker and their supervisor (Van der et al., 2010). Additionally, effective supervisory comments and imaginative contact between the subordinate and superior will enhance a worker's skill (Blancero et al., 1996).

The following Null Hypothesis has been established in accordance with the previously mentioned theories:

H02: The relationship between employees and supervisors has no significant positive impact on employee engagement in the current organisation

In industries, visible contact creates a constructive and informed ideology. All interested parties, i.e., the first-line supervisor and the worker, will continuously examine and update their understanding of the task and worker advancement-related purposes, as well as significant and comparative abilities and reported training specifications. Both the stakeholder, i.e., the first-line supervisor, and the worker will examine and follow up on tasks and worker advancement-related purposes, as well as substantial and comparative abilities, and reported training specifications, continuously.

Employees are motivated and more involved when they recognise their position within the organisation's goals. They are satisfied with their contribution to achieving the organisation's priorities and goals. Open communication fosters psychological safety, which encourages people to voice their opinions and increases creativity, teamwork, and workplace happiness (Blink, 2023). According to research, workers are over 15 times more engaged when they believe their company promotes open communication (Insight, 2024).

The following Null Hypothesis has been established in accordance with the previously mentioned theories:

H03: Open communication has no significant positive impact on employee engagement in the current organisation.

The term "training" refers to the development of skills, acquisition of knowledge, and the acquisition of proficiencies through training, as well as practical or work-related knowledge and abilities that enable accurate and favourable capabilities. Further to the essential training required for unemployment, profession or occupation, eyewitnesses of the labour market recognise the current constraint to linger on the training beyond preliminary education: to keep up, advance and

modernise skills throughout operational life. Individuals in various occupations and professions may refer to this type of training as professional development. Employees still want to stay with the company where they can further their advanced professional growth.

The Human Resources department creates a member's progression plan to keep employees and develop their skills. Working out differs from exercise in that people will occasionally use exercise as an enjoyable partner activity. Learning and development focus on improving a person's capacity, capability, commitment, and recitation, all contributing to enhanced skill development. According to Salah (2016), learning and development should be valued not only as a means of growth but also as an investment that generates overall revenues and benefits for employees and employers. To enhance the skills, skill, and performance of existing work force establishments as well as the value of existing work force establishments, the tactical procedure would emphasise and label investment in employee training and development curriculums that are consistent with the structural business strategy (Arthur, 1994; Huselid, 1995; Jackson & Schuler, 1995). Similarly, Tregaskis (1997) found that companies with well-defined strategies were more likely to invest in employee training and development.

Training and development have a favourable impact on employee performance through greater engagement, according to research conducted in Malaysia's medium-sized manufacturing businesses (Sannagy & Hassan, 2023). Since continuous training and development lead to a more knowledgeable and driven staff, they have been associated with increased employee satisfaction and retention (Bhardwaj & Naaz, 2023).

The following null hypothesis has been formulated based on the philosophies outlined above.

H04: Workers' training has no significant positive impact on employee engagement in the present organisation

Hiltrop (1999) examines how top-performing act establishments consistently outperform their competitors in several human resource areas, including the level of support and integrity among coworkers, the training and development opportunities they provide to employees, and the degree of proactivity in Human Resources Planning. Staff who are encouraged not only stay longer, but also work more efficiently. Their performance is closely tied to the company's goals and vision. The structural performance is ensured by a happy and energetic workforce, which keeps it steady and improving over time.

The importance of remuneration is stressed systematically, and worker efficiency is enhanced due to increased motivation. Worker efficiency and

effectiveness increase directly, and the production amount depends entirely on the rewards. Employee engagement is positively impacted by remuneration satisfaction, which includes pay level, structure, and raises, according to Qing (2024), with corporate identity acting as a mediating component in this relationship. Equitable pay has become a powerful tool for increasing employee engagement; according to a 2024 survey by Morgan Stanley at Work, 95% of HR directors believe it is successful in retaining and motivating workers, and 80% of workers concur that it has a positive motivational impact. Regardless of the workplace, the results indicate that motivated workers typically have more resilience, which in turn promotes increased engagement (Aggarwal, 2024).

According to the above-mentioned philosophies, the following Null Hypothesis has been established:

H05: Employees' motivation does not significantly impact employee engagement in the present organisation.

This act focuses on the actions that the organisation consumes the individual and person, or that the individual, as a member, can engage in in the future (Harrison, 2005). It is sometimes claimed that growth is not the same as coaching or training. Making preparations for the future is referred to as development. This act focuses on the activities that the organisation involves the individual and entity in, or that the person, as a member, can participate in in the future (Harrison, 2005). It is often claimed that growth is distinct from coaching and training. Growth entails making plans for the future.

A sense of purpose, motivation, and dedication is fostered within firms through employee development, a key factor in employee engagement. Recent research highlights the mutually reinforcing relationship between involvement levels and development objectives. In their integrative assessment of 64 empirical studies, Kwon et al. (2024) proposed an upward gain spiral model, in which job performance is improved by employee development, which in turn increases engagement, resulting in a reinforcing loop.

The following null hypothesis has been established by the philosophies discussed above:

H06: Employees' development has no significant positive impact on employee engagement in the present organisation.

RESEARCH METHODOLOGY

The research methodology has been outlined in this section. The procedure in this research provides us with the data and related information, including the techniques used for collection and processing. This chapter provides an

overview of the general research methods and procedures employed in this study, as well as the specific approaches and tools utilised in data collection and analysis.

Samples and Procedures

This research was carried out using a survey. Surveys are being used to collect and compile documents and numerical data. All industrial/manufacturing organisations in Karachi are included in the framework of this study. The management cadre staff of all industrial organisations were chosen as the study's population. A few Karachi manufacturing/industrial companies have been used as examples, and generalisations will be extended to the entire population of Karachi manufacturing/industrial companies. The data was collected using the convenience sampling process. This is the easiest method for obtaining samples. In this form of sampling, scholars ask anyone present and willing to answer questions.

This research is conducted using a range of tools, including MS Excel and SmartPLS, among others. The regression model was run using SmartPLS. The SPSS programme is used to process demographic data, but MS Excel is used to help with data insertion and data file formation.

Measure

All the scales used in this analysis are well-known and have ample validity and reliability. Furthermore, the research tool was created using the KISS (Keep It Simple, Stupid) method.

Learning and Development, Communication & Supervisor Relations

The build was adapted from Gitanjali et al. (2010), using the nine variables, which resulted in 36 questions. Learning and growth, communication, and the relationship between immediate managers are among the 19 variables used.

Motivation

Some more questions were adapted from Salman et al.'s (2014) study "Factors Affecting Employee Retention in the Banking Sector: An Investigation from Karachi." They utilise four different variables to prepare the seventeen questions. The variables of motivation, training, and development are used.

Data Analysis

The information collected has been scrutinised at many levels. The questions are first analysed, then the regression test is applied to the gathered data to show the relationship between variables, i.e., independent and dependent variables, by recognising the moderating function of employee engagement and its contribution to organisational success. Finally, the hypothesis is discussed.

RESULTS

The knowledge collected was scrutinised at many levels. To begin, the trial test consisted of 42 questionnaires. Descriptive research was employed to examine 42 questions. The mean, standard deviation, skewness, and kurtosis tests were used. In addition, correlation was used to evaluate the out-of-relationship between variables.

The information gathered from the samples through a distributed questionnaire was used to conduct the detailed study. The data was analysed using several programmes, including MS Excel and SPSS.

Reliability Analysis

The questionnaire's internal accuracy was tested using reliability analysis. The questionnaire's reliability is shown by the overall Cronbach's Alpha value of 0.891. Table 1 describes the findings.

Table 1.

Reliability Analysis

Cronbach's Alpha	N of Items
.891	221

The Cronbach's alpha value shows the questionnaire's high reliability. Table 2 presents the reliability of the questionnaire for each element.

Cronbach's Alpha coefficients were computed for every variable in order to evaluate the internal consistency of the constructs employed in this investigation. Every design showed good to exceptional dependability, above the generally recognised cutoff of 0.70 (Nunnally & Bernstein, 1994). In particular, training had the highest internal consistency ($\alpha = 0.82$), followed closely by communication ($\alpha = 0.76$) and employee engagement ($\alpha = 0.80$). Additionally, the employee-supervisor relationship showed strong dependability ($\alpha = 0.75$). Alpha values of 0.71 for constructs such as development, motivation,

Table 2.
Construct Reliability Analysis

	Cronbach's Alpha
Training	0.82
Org Performance	0.71
Motivation	0.71
Emp Sup Relationship	0.75
Emp Engagement	0.8
Development	0.71
Communication	0.76

and organisational performance nevertheless demonstrate respectable internal consistency. These findings imply that each construct's measurement items are trustworthy for additional research.

Descriptive Statistics

The descriptive data for employee engagement tactics and their impact on organisational performance perception are presented below.

Table 3.
Descriptive Statistics

	POP	EE	COM	TRA	DEV	MOT	PSR
Valid	221	221	221	221	221	221	221
N Missing	0	0	0	0	0	0	0
Mean	25.76	20.98	20.19	16.71	16.80	24.95	32.88
Std. Deviation	2.42	2.242	1.71	2.02	1.912	2.32	3.06
Skewness	-.048	-.492	1.43	-.296	-.282	-1.156	-.731
Kurtosis	-.342	.707	2.41	.063	-.344	1.419	.874

The data interpretation of descriptive statistics is shown in Table# 3. The mean and standard deviation of all 221 respondents have been measured. The overhead analysis also depicts the data normality. The kurtosis and skewness values are about 3.5, indicating that the data is normally distributed.

Demographic Statistics

The demographics of employee engagement methods and how they impact organisational success are as follows:

Table 4.
Demographics Statistics – Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	131	59.3	59.3	59.3
Female	90	40.7	40.7	100.0
Total	221	100.0	100.0	

In this analysis, gender is the second variable. In this study, 131 (one hundred and thirty-one only) males and 90 (ninety only) females participated, as shown in Table 4.

Table 5.
Demographics Statistics – Education

Education/ Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
Matric	1	.5	.5	.5
Intermediate	15	6.8	6.8	7.2
Graduation	110	49.8	49.8	57.0
Masters	93	42.1	42.1	99.1
MS/Phd	2	.9	.9	100.0
Total	221	100.0	100.0	

Overall, the sample was highly educated, with the biggest percentage of the 221 respondents holding a graduation degree (49.8%) and a master’s degree (42.1%). Just 0.5% had finished Matric, 0.9% had MS/PhD degrees, and a modest percentage (6.8%) had intermediate-level education. The cumulative percentages verify that all data was collected and that there were no missing answers in this area.

Table 6.
Demographics Statistics – Age

Age	Frequency	Percent	Valid Percent	Cumulative Percent
20-27	35	15.8	15.8	15.8
28-35	132	59.7	59.7	75.6
36-43	51	23.1	23.1	98.6
44-51	3	1.4	1.4	100.0
Total	221	100.0	100.0	

The fourth component, Era, is included in Table 6. Out of a total of 221 respondents, 35 employees were in the age bracket of 20-27 years, 132

employees were in the age bracket of 28-35 years, 51 employees were in the age bracket of 36-43 years, and three employees were in the age bracket of 44-51 years.

Bivariate Correlation

Table 7.
Correlations

	POP	EE	COM	TRA	DEV	MOT	PSR
POP	1	**					
EE	.677**	1					
COM	.029	.095	1				
TRA	.404**	.229**	.064	1			
DEV	.601**	.589**	.017	.478**	1		
MOT	.389**	.476**	.094	.142*	.197**	1	
PSR	.520**	.402**	.106	.585**	.550**	.261**	1

* Correlation is significant at the 0.05 level (2-tailed).

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

This study uses correlation to determine the relationship between the variables. Here, the correlation values indicate a significant positive relationship. Organizational Performance (POP), Employee Engagement (EE), Communication (COM), Training (TRA), Development (DEV), Motivation (MOT), and Employee-Supervisor Relationship (PSR) were the primary factors that were examined using Pearson correlation analysis. The findings show a number of statistically significant correlations.

Organisational Performance (POP) and Employee Engagement (EE) showed a substantial positive association ($r = .677, p < .01$), indicating that better performance outcomes are directly linked to higher levels of engagement. Additionally, there was a substantial correlation between Development (DEV) and both POP ($r = .601, p < .01$) and EE ($r = .589, p < .01$), suggesting that DEV plays a crucial role in improving employee outcomes and organisational success. Likewise, PSR demonstrated moderate to strong connections with DEV ($r = .550, p < .01$), TRA ($r = .585, p < .01$), and POP ($r = .520, p < .01$), underscoring the impact of supervisor relationships on training efficacy and employee development.

The importance of training as a fundamental driver of performance and development was shown by the substantial correlations that training (TRA) had with POP ($r = .404, p < .01$), DEV ($r = .478, p < .01$), and to a lesser extent with EE ($r = .229, p < .01$). Motivation (MOT) shown strong positive associations with EE ($r = .476, p < .01$), POP ($r = .389, p < .01$), and PSR ($r = .261, p < .01$), highlighting

its role in relational dynamics and engagement at work. It's interesting to note that, with the exception of a very weak, non-significant link with EE ($r = .095$), Communication (COM) did not substantially correlate with most factors.

Overall Model Testing

Since there were several independent factors, the combined effects of communication, supervisor support, training, motivation, and development on employee engagement activities were evaluated using multiple regression analysis with SmartPLS Figure 2.

For staff engagement, the open communication β value is 0.046, meaning that a one standard deviation change in the independent variable will cause a 0.046 standard deviation change in the dependent variable. The Training value for staff commitment is -0.413, meaning that a one standard deviation change in the independent variable causes the dependent variable to vary by 0.413 standard deviations. The development value for workers' commitment is 0.467, meaning that a one standard deviation change in the independent variable would cause the dependent variable to change by 0.467 standard deviations.

The value of Motivation is 0.297, which implies that a one-standard-deviation shift in the independent variable would result in a 0.297-standard-deviation change in the dependent variable. Employee Supervisor Relationship has a value of 0.487, which means that a difference of one standard deviation in the independent variable would result in a variation of 0.487 for staff engagement.

Table 8.

Path coefficient

	R Square	R Square Adjusted
Employee Engagement	0.61	0.60
Organizational Performance	0.48	0.48

The R-value, which indicates the association between the expected and observed values of the dependent variable, is shown in Table 8. The modified R-squared value is 0.60, indicating that the independent variables, including training, progress, communication, employee-supervisor relationships, and motivation, are all present. Staff Commitment is a dependent variable for which the model will predict 60.0 percent of the variance. The model's R-squared yielded the most results. In addition, the modified R-squared of Staff Engagement on Organisational Performance is 0.48, indicating that Staff Engagement can predict 48% of organisational performance.

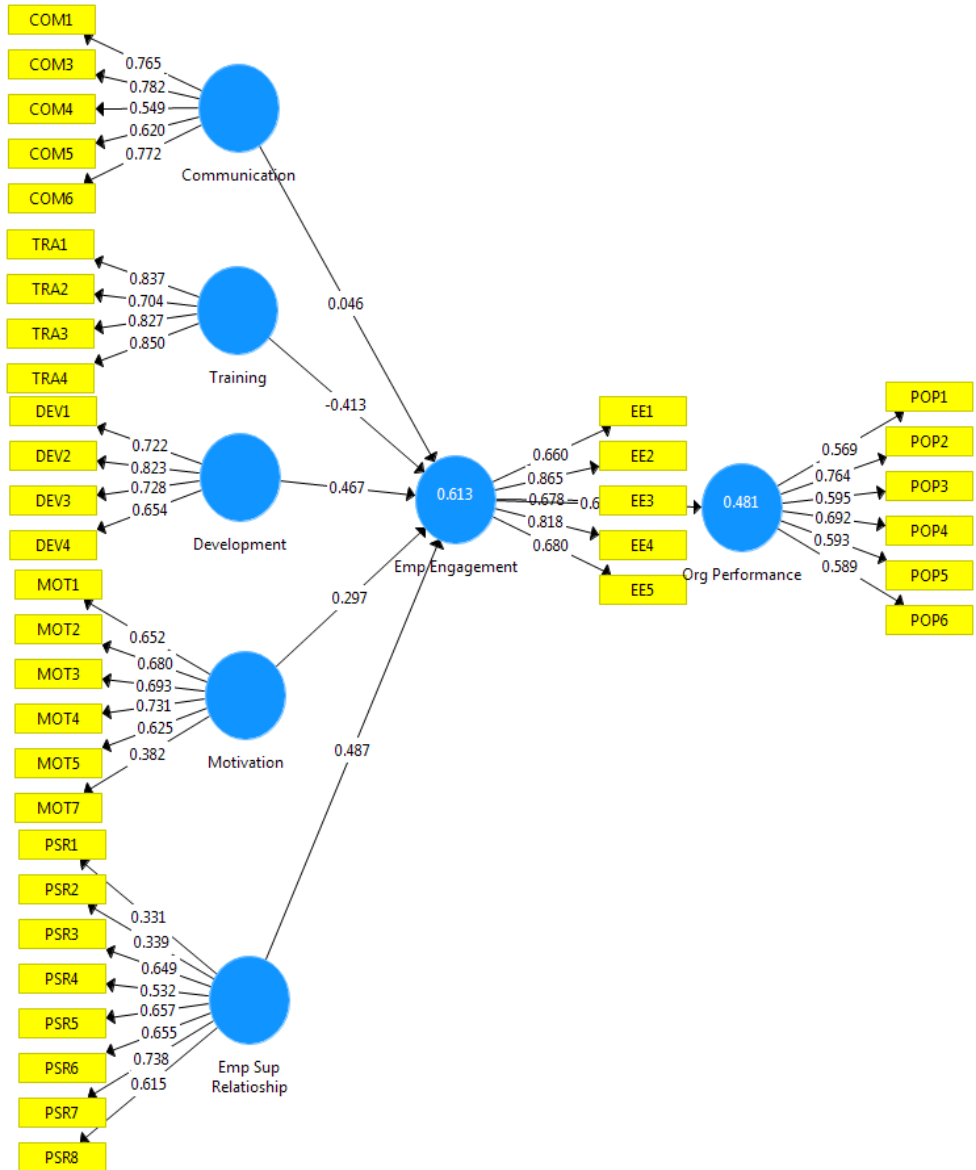


Figure 2: Overall Model

Hypothesis Testing

Table 9 shows the collective outcomes of Linear Regression. All hypotheses have been mentioned and described in light of the results. T-statistics and p-values were investigated in order to test the proposed connections between workplace drivers and employee engagement, as well as the effect of engagement on organizational performance. Statistical significance was determined using a criterion of $t > 1.96$ and $p < 0.05$ (Hair et al., 2017).

Table 9.
Overall Model Regression Analysis

	T Statistics (O/STDEV)	P Values
Communication ->Employee Engagement	0.69	0.49
Development ->Employee Engagement	8.47	0.00
Emp Engagement -> Organisational Performance	22.67	0.00
Emp Sup Relationship ->Employee Engagement	6.03	0.00
Motivation ->Employee Engagement	5.41	0.00
Training ->Employee Engagement	5.48	0.00

H01: Employee engagement has no significant positive impact on organisational performance.

In this model, 60.0 percent of the variance in the dependent variable, Staff Engagement, can be predicted. The R-squared was the most useful element of the model. Additionally, the modified R-squared of Staff Engagement on Organisational Performance is 0.48, meaning that Staff Engagement can predict 48% of organisational performance.

H02: The relationship between employees and supervisors has no significant positive impact on employee engagement in the current organisation

Staff Commitment is a dependent variable for which the model will predict 60.0 percent of the variance. The model's R-squared yielded the most results. In addition, the modified R-Square of Staff Engagement on Organisational Performance is 0.48, indicating that Staff Engagement can predict 48% of organisational performance.

H03: Open communication has no significant positive impact on employee engagement in the current organisation.

In this model, 60.0 percent of the variance in the dependent variable, Staff Engagement, can be predicted. The R-squared was the most useful element of the model. Additionally, the modified R-squared of Staff Engagement on Organisational Performance is 0.48, meaning that Staff Engagement can predict

48% of organisational performance.

H04: Workers' training has no significant positive impact on employee engagement in the present organisation.

Investigates the correlation between perceived employee engagement behaviours and staff preparation ($t=5.48$, $P=0.05$). Since the p-value is less than 0.05, alternative hypotheses may be considered for this situation, and Staff Training positively affects employee retention practices in current organisations.

H05: Employees' motivation has no significant positive impact on employee engagement in the present organisation.

Table 9 shows that employee motivations ($t=5.41$, $P=0.05$) are significantly linked to perceived employee engagement behaviours. The p-value is less than 0.05, indicating that alternative explanations may be considered for this case and that causes a positive impact on employee engagement patterns in current organizations.

H06: Employees' development has no significant positive impact on employee engagement in the present organisation.

Employee motivations ($t=5.41$, $P=0.05$) are significantly linked to perceived employee engagement behaviours, according to Table 6. The p-value is less than 0.05, indicating that alternative explanations may be considered for this case, which causes a positive impact on existing employee engagement activities.

DISCUSSIONS

On the basis of data analysis, this article's discussions and findings are presented. Four local businesses have been chosen to collect data that will aid in performing analyses and will also aid in the investigation of the effect of employee engagement activities in the manufacturing sector on organisational success. The overall model will also be thoroughly discussed. On the basis of the findings, five theories are accepted and one is rejected. The following sections discuss each theory and how it relates to previous research.

Employee Engagement has a meaningful relationship with perceived organisational success, as seen in Table 9. The p-value is less than 0.05, suggesting that an alternative explanation may be considered in this case, with employee engagement practices positively impacting perceived organisational efficiency. Several previous studies have found a correlation between employee engagement and organisational outcomes, including productivity, employee satisfaction, customer loyalty, safety and security, low turnover, and organisational per-

formance. Employee involvement is one of the most crucial elements in guaranteeing a business's long-term success (Miller et al., 2011).

The study in Table 9 shows that the Employee Supervisor Relationship significantly impacts perceived Employee Engagement Activities. Since the p-value is less than 0.05, the alternative hypothesis may be recognised in this situation, suggesting that the Employee Supervisor relationship positively impacts employee engagement practices in the current organisation. The Employee Supervisor Relationship significantly impacts perceived Employee Engagement Activities, according to Table 6. Since the p-value is less than 0.05, the alternative hypothesis may be acknowledged in this situation, indicating that employee supervisor relationships positively impact employee engagement practices in the current organisation.

There was no significant association between Transparent Contact and perceived employee engagement activities, according to Table 9. The null hypothesis can be accepted for this situation because the p-value is greater than 0.05, indicating that Open Contact has no significant effect on employee engagement practices.

According to the study's findings, worker readiness had a major effect on the decision to keep employees. The null hypothesis is rejected, and the alternative is supported. (See Table 9 for more information) According to Salah (2016), training and development should be viewed not only as a means of growth but also as an investment that yields complete returns to businesses.

According to the research cited in Table 9, worker motivations significantly impact employee engagement behaviours. Since the p-value is less than 0.05, this study shows that motivations positively affect employee engagement practices. According to the research cited in Table 6, employee motivations majorly affect perceived employee engagement behaviours. The p-value is less than 0.05, suggesting that in this situation, motivations positively affect employee engagement practices. According to the study in Table 6, employee motivations have a major impact on perceived employee engagement behaviours. The p-value in this case is less than 0.05, indicating that motivations positively affect employee engagement practices.

Based on the findings, it was concluded that worker growth significantly affects employee engagement practices in organisations. The null hypothesis is dismissed, and the alternative hypothesis is accepted (See Table 9 for more information). Organisations use development as a bribe for key workers who want to be seen at every management level after five or ten years. Employee development programmes are directly linked to employee participation in organisations.

CONCLUSION

This chapter contains the thesis as well as the suggestions. Four manufacturing companies are chosen to collect data that will help researchers determine the effect of independent variables on the dependent variable.

The influence of supervisory relationships, open communication, opportunities for training and development, and motivation for organisational performance has been studied, with employee engagement serving as a key factor. The relationship between an employee and his or her manager is the most important factor in a company's success because it motivates workers to participate. Jobs must be handled without discrimination or favouritism. Those who contribute the most to their jobs should be granted equal opportunities. Employees' abilities, such as time management, task recognition, product knowledge, goal achievement, and overall performance results, are greatly impacted by internal training programs. Training and development initiatives for workers should be introduced if the organisation aims to boost its profits and increase the productivity of its employees. The quality of training also plays a significant role in this sense.

Providing appropriate and informative training is the most effective way to boost employee productivity. Training exercises exemplify "best practice" (Delaney & Huselid, 1996; Huselid, 1995). Personal growth and self-esteem, which the organisation impacts, increase employee satisfaction and dedication to their jobs and environments. Employees need both reward and encouragement to boost their performance in the workplace, and both play a catalyst role. A variety of well-known motivational theories backed it up as well. According to the Vroom principle, employee engagement contributes to efficiency, and success leads to rewards (Vroom, 1964). According to Herzberg, there are two forms of motivators: motivators and hygiene factors (Herzberg et al., 1959). Motivation or intrinsic causes, such as success and gratitude, generate job satisfaction. Dissatisfaction at work is caused by hygiene or extrinsic factors such as wages and job security. Self-satisfied and motivated employees would go above and beyond to achieve the organisation's objectives.

RECOMMENDATIONS

Nowadays, due to globalisation, human development is rising much faster. The current practices for training and growth are inefficient and inadequate. The company must increase its training activities and boost its training budgets. The training cost in the budget is typically not allocated for most organisations. There is a great need for management commitment to spend time and sum on carrying out the training programmes. The trainer and the teaching medium

are significant elements for achieving the desired outcome. In order to achieve organisational objectives and goals and increase employee performance, it is recommended that appropriate training strategies should be introduced in the organisation.

The main thing to improve training efficiency is to train medium and skilled-level trainers. Employee efficiency can be improved and educated by a suitable medium and skilled professional trainers in organisations. Finally, assessment of preparation is the most significant variable that quantifies training steps. There should be a proper and complete method of assessment of training in organisations.

Managers mostly do not worry about workers' personal problems, ethics, lifestyles, and glitches. Managers should demonstrate an interest in addressing their personal issues and meeting the needs of their workers. They should build a good relationship with their subordinates.

In most organisations, there is no emphasis on employee succession planning and long-term growth. Managers should provide them with the developmental task of improving their careers. Identify their ability and create a course of success for them. To boost self-confidence, assign them assignments and projects that are compatible with their skill sets.

Develop your career through the development strategy and succession planning of successful employees. A defined direction would help complete the long-term tenure of the employee in the current organisation and continuously improve its performance.

Most Pakistani organisations do not recognise the importance of training and development programmes. They believe it is costly for training and workforce growth, and always strive to minimise it. This research demonstrates that this is one of the most significant factors contributing to enhancing employee efficiency.

On the other hand, the company will prepare a pool of skilled and experienced workers through efficient training programmes to improve employee efficiency, which will be beneficial in achieving organisational goals.

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