Employee engagement and Organisational Productivity: a meta-analysis of their impact on job satisfaction

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Abstract: Fostering engagement means providing chances for team members to interact with their peers, supervisors, and the entire organization. The goal is to cultivate a setting where employees feel inspired to engage with their tasks and are truly invested in excelling within the company. This research aimed to explore how employee engagement influences the performance of an organization. To ensure a diverse representation, a method of stratified sampling was utilized, gathering insights from various segments and hierarchies within the workforce. The analysis focused on 165 participants from a private retail stores located in Delhi NCR. For the analysis, researchers made use of SPSS software. They used Pearson's correlation analysis and mean analysis to assess the connections between different variables. The results indicated a notable link between employee involvement and company effectiveness. Looking ahead, future studies should focus on various aspects for enhancement. It could be advantageous to carry out comparable research in organizations located in specific regions to guarantee a concentrated participant group. Nevertheless, it is crucial to highlight that this current research is constrained by the utilization of closed surveys, which might not encompass all pertinent details.

Keywords: Employee engagement, Leadership, Communication, Career Development and Organizational productivity

1. Introduction

The involvement of employees is essential for the success of a company, and there are numerous advantages to having committed employees. Employee engagement offers various benefits to organisational productivity, including enhanced team dynamics, heightened productivity, improved staff retention, reduced turnover, and decreased feelings of exhaustion [1]. Workers who lack enthusiasm for their jobs are more likely to look for other job opportunities. Considering that replacing an employee can cost anywhere from half to twice their yearly salary, as well as the less tangible impacts on employee morale and efficiency, focusing on employee engagement can lead to substantial savings for companies. Workers with lower levels of engagement are at a higher risk of experiencing elevated stress levels [2]. This stress can then negatively impact their engagement, creating a continuous loop that is difficult to break. On the other hand, engaged employees are more inclined to feel appreciated, acknowledged, and esteemed, which fosters their loyalty to the company. They demonstrate a willingness to surpass their job responsibilities and take pride in their tasks. Additionally, engaged employees are more likely to perceive themselves as valued by their employer, which

enhances their spirits and results in increased job satisfaction, as highlighted by [3]. This study delves into the connection between employee involvement and company performance, examining how engagement influences different facets of organizational achievement. By grasping the factors that drive employee engagement, implementing effective methods to nurture it, and recognizing the importance of leadership in encouraging engagement, companies can establish an environment that boosts employee contentment and commitment, leading to enhanced organisational productivity. Recognizing the elements that can enhance organizational effectiveness is crucial, particularly in light of the ongoing worldwide challenges.

This recognition enables an organization to identify key factors that require special focus in order to enhance its performance. Employees play a vital role in meeting the organization's requirements and goals, as their dedication directly impacts the organization's performance and longevity. In order to maintain competitiveness in the market, organizations must foster strong employee involvement as a strategic asset to gain a competitive edge.

The involvement of employees plays a vital role in how well an organization performs. Yet, many organizations find it challenging to maintain high levels of employee engagement because of issues like ineffective leadership, poor communication, and limited career growth prospects. Strong leadership is essential for the success of any organization. Without proper leadership practices, the efficiency of organizational activities can suffer. A lack of leadership capabilities and insufficient management skills are identified as key reasons for the failure of small and medium-sized businesses. Although organizations aim for growth and profitability, it is effective leadership that guarantees the endurance and success of their efforts. Inadequate communication is a major factor contributing to poor organisational productivity. Employees often feel there is a lack of transparency, leading to unclear instructions and delayed communication. This results in decreased self-esteem, engagement, work quality, and commitment to achieving organizational goals. Highlighting the importance of effective communication is essential for improving organisational productivity, as poor communication can have detrimental effects and impede overall success. In order to boost employee involvement and decrease staff turnover, companies should focus on building a strong career development structure. This system must offer employees evident chances for advancement and show a dedication to helping them progress in their careers. By taking these steps, companies can establish a workplace that motivates employees to stay loyal and dedicated, instead of constantly looking for other job opportunities. This is particularly important in India, where employees have a history of changing jobs frequently [4].

2. Theoretical Background

2.1 Employee Engagement

Employee engagement is more than just being satisfied with your job; it's about feeling emotionally connected and fully invested in your work, your team, and the organization as a whole [5]. This deep connection goes beyond basic duties and inspires employees to exceed

expectations. Various elements like workplace atmosphere, communication, leadership, trust, and respect play a role in shaping employee engagement [5,6]. Engaged employees understand the company's goals and collaborate with coworkers to enhance performance, ultimately benefiting the organization [6]. Boosting employee engagement has a positive impact on job performance and the overall success of the company. According to Aboramadan et al. (2020) [2], providing chances for professional growth is crucial for boosting employee involvement. When workers receive backing and motivation to advance in their careers, they become more engaged and driven in their positions. This not only boosts their feeling of purpose and satisfaction but also results in higher loyalty and a deeper dedication to the company's objectives. Additionally, career development helps employees acquire the essential abilities and expertise to succeed in their present roles and get ready for upcoming opportunities. Based on the above reviews the following hypothesis are postulated:

2.2 Management Style

The role of management is crucial in engaging employees. When leaders establish a nurturing and motivating work atmosphere, employees feel appreciated and driven. Leaders who openly communicate, offer feedback, and empower their teams to make decisions contribute to enhanced employee engagement levels, which subsequently benefit organisational productivity. Effective leadership has the power to boost team productivity, ensure organizational objectives are achieved, foster a pleasant work environment, and elevate employee morale and contentment. Conversely, inadequate leadership can have adverse effects on employee engagement, retention, and financial success. Diverse leadership approaches can either positively or negatively influence the effectiveness of a company [7]. Key elements such as careful planning and organization of tasks, proper motivation, a conducive work atmosphere, fair compensation, and effective communication between leaders and team members are crucial in enhancing outstanding organisational productivity. Leadership plays a central role in encouraging employee involvement and boosting organizational success [8]. Executives act as examples, establishing a culture of involvement across the entire organization. By actively showcasing their dedication to employee welfare, transparent communication, and acknowledgment of accomplishments, leaders cultivate a favorable work environment that nurtures involvement. Executives motivate their teams to give their all and play a key role in the organization's triumph by setting a positive example. Based on the above reviews the following hypothesis are postulated:

H1: There is a positive and significant relationship between management style and organizational productivity.

2.3 Communication

The power of effective communication cannot be underestimated. It has the potential to enhance collaboration, boost employee involvement, elevate efficiency, and create a harmonious atmosphere in the workplace [9]. Conversely, inadequate communication can lead to confusion about goals, misinterpretations, decreased motivation, and a toxic

organizational culture. Productivity in a company is closely linked to communication and the frequency of interactions. Hence, it is crucial for organizations to establish comprehensive communication strategies that involve all staff members, promote feedback, and acknowledge achievements [9]. By giving priority to effective communication and putting into practice the recommended strategies, companies can enhance employee participation, nurture a favorable work environment, and ultimately achieve business success [10]. Effective internal communication enhances employee engagement, resulting in improved organisational productivity. Strategies to boost employee engagement through communication involve highlighting various factors that influence engagement, such as feedback satisfaction, informal communication, and meeting interactions. Regular and transparent communication plays a crucial role in nurturing employee engagement by keeping employees informed and engaged with company objectives, expectations, and updates. Promoting open discussions, attentive listening, and acknowledging employee input with consistent feedback all contribute to creating a favorable workplace atmosphere and heightened engagement levels. Based on the above reviews the following hypothesis are postulated:

H2: There is a positive and significant relationship between communication and organizational productivity.

2.4 Reward

[11,12,13] carried out a research project on the impact of intrinsic and extrinsic rewards on employee motivation at a medical equipment company in South Africa. Their main goal was to investigate how both types of rewards influenced employee drive. They aimed to analyze the importance of rewards as motivational elements for employees, evaluate the satisfaction level with the current reward structures, and determine which type of reward (intrinsic or extrinsic) employees considered most beneficial. The study uncovered that employees highly appreciate rewards as a driving force and are eager to improve their performance to earn them. Every participant demonstrated their readiness to increase their work dedication in order to obtain rewards. In a research conducted by [14], they delved into the impact of Rewards and Job Satisfaction on employees in the Service Industry. The primary objective was to unveil the relationship between the rewards employees receive and the level of job satisfaction they feel in the retail field. It is crucial for a company's overall success to maintain a proficient and efficient team. This study seeks to pinpoint the essential factors that motivate employees and examines the link between incentives, acknowledgment, and drive in a work setting. The analysis of the data exposed a robust correlation between different facets of work motivation and happiness, underscoring the significant effect of rewards and recognition on employee drive.

H3: There is a positive and significant relationship between Reward and organizational productivity.

2.5 Work Life Balance

The idea of balancing work and personal life involves blending one's work responsibilities, family obligations, and personal hobbies. It includes how a person sees the balance between their professional and personal life. It shows how individuals handle their work and personal duties to avoid them from clashing. The changing work hours and growing household tasks have affected people's work, social connections, and family bonds negatively. As a result, experts suggest that companies should develop successful approaches in their human resources management, like offering support, help, adaptable schedules, reducing workloads, and other actions, to ease employees' struggles between work and personal life and boost their happiness and productivity. The importance of finding a balance between work and personal life is a key issue that human resource management needs to address in companies [15]. It is crucial for organizations, regardless of their size, to ensure that their employees have enough time to fulfill their family and work responsibilities. Offering a flexible work environment allows workers to effectively handle their personal and professional tasks [16]. Businesses that ignore the importance of work-life balance see a decrease in productivity and employee performance [17]. Certainly, employees who maintain a healthy balance between work and personal life tend to value their employers [18]. As a gesture of gratitude, they commit themselves fully to the organization, resulting in improved job performance. Thus, a worker who maintains a solid balance between work and personal life has the potential to thrive and accomplish remarkable outcomes.

H4: There is a positive and significant relationship between Work life balance and organizational productivity.

2.6 Career Development

Engaging in career development is a vital endeavor for employees as it helps them map out their professional paths within a specific company, fostering growth for both the individuals and the organization. Organizations utilize the process of career development to enhance each employee's potential for reaching their career goals. It is crucial to offer career development opportunities to promote employee involvement. Engaged employees collaborate with their peers to enhance job performance, ultimately benefiting the organization. Offering chances for career development can enhance employee engagement and have a positive influence on organizational effectiveness. Participation in professional growth initiatives boosts employees' effectiveness and positively influences an organization's overall success. According to [19], commitment to the organization is linked to job performance through career advancement. Opportunities for career progression foster the acquisition of knowledge and skills, ultimately enhancing employee performance and organizational dedication, as noted by [20]. Therefore, dedicating resources to career advancement can result in higher employee retention, enhanced business outcomes, and organizational triumph.

H5: There is a positive and significant relationship between Career development and organizational productivity.

2.7 Role Clarity

Clarity in roles brings a sense of positivity to job contentment, which in return generates a favorable impact on one's duties and obligations. According to Ify Diala and Rao Nemani (2011), organisational productivity is enhanced by clearly defined roles, leading to a positive influence on performance and responsibilities. Hettiarachchi (2014) operationalized job satisfaction by incorporating work responsibilities as a key dimension, revealing a significant correlation between job performance and these duties. According to a study carried out by Dimitrios Beliasa (2015)

within a banking institution, it was discovered that increased role conflict leads to decreased job satisfaction. Usually lower job satisfaction is linked to role conflict and ambiguity and job dissatisfaction rises with role conflict. According to a study by Hemantkumar and Premchand Babu (2017), IT employees often attribute workplace complexity to ambiguous organizational structures, blurred job categories, continuous changes, and a diverse workforce. On the other hand, non-IT companies tend to face complexities due to role clarity issues and autocratic leadership. In their research on the impact of role clarity on organizational citizenship behavior, Mohit Yadav and Anil Kumar (2017) discovered that both men and women play crucial roles in the development of an organization. They observed that role clarity has a varied influence on organizational citizenship behavior. Previous studies have shown that clear roles for employees can enhance their job performance consistency and perception (Gashtasb Azarpira et al, 2013, Punia Punita, 2011), boost psychological empowerment (Rajaeipour and Bahrami, 2008), and lead to improved overall performance (Bray and Brawley, 2002). On the other hand, Gary and Faruk (2015) determined that although a strong vision can enhance team performance, role clarity does not show a significant connection with team performance. Ashford and Cummings (1983) propose that individuals actively seek feedback. Those who actively seek feedback are perceived favorably by their peers (Ashford & Northcraft, 1992) and demonstrate improved job performance. In a study by Srikanth and Jomon (2013), it was discovered that employees' seeking of personal feedback helps reduce the impact of role ambiguity on their performance effectiveness. In a study by Fatma Abed (2016), a strong connection was discovered between employees' job satisfaction and the clarity of their job expectations, the feedback they receive, and the accuracy of performance evaluations.

H6: There is a positive and significant relationship between Role clarity and organizational productivity.

2.8 Organization Productivity

The main key to success for a team is productivity. For a group to be productive, it must establish clear goals and be able to adapt to new information and changing priorities. Assessing productivity involves determining if the team's output effectively meets the needs of its intended users. Simply meeting internal satisfaction or performance standards is insufficient. A team's effectiveness diminishes when its output does not align well with the end users. In these

situations, it is essential to recognize the authentic member of the group. Those who utilize the team's results can adjust their performance expectations to align with their specific requirements (Hackman, 2000). The productivity of an organization encompasses its general efficiency and triumph in reaching its aims and purposes. This comprises elements like efficiency, profitability, client contentment, creativity, and staff retention. A robust organisational productivity is vital for enduring triumph and a competitive edge. Companies that emphasize the growth and acknowledgment of their staff witness heightened engagement levels. Providing chances for improving skills, progressing in one's career, and participating in mentorship initiatives demonstrates to employees that their development is esteemed. Moreover, acknowledging and celebrating the accomplishments of employees, whether significant or minor, elevates spirits, drive, and general involvement, leading to increased efficiency within the organization. It is crucial for companies to prioritize the maintenance of employee involvement through the provision of chances for professional growth, strong leadership, and efficient communication. These elements have the potential to significantly influence employee engagement and ultimately improve organizational productivity.

H7: There is a positive and significant relationship between organizational productivity and Job Satisfaction.

2.9 Job Satisfaction

Job satisfaction is a widespread sentiment that arises from various individual traits, social connections beyond the workplace, and particular job aspects. These elements are intertwined and cannot be examined separately. Employee satisfaction refers to the diverse desires and anticipations of employees regarding their contentment and fulfillment at work. Various research studies highlight the significance of employee satisfaction in fostering employee involvement, reaching objectives, and enhancing workplace spirit. It gauges the level of happiness employees experience in their roles and work environment. It is essential for all members of a company, from leaders to support staff, to grasp the concepts of employee involvement and allegiance. This understanding helps gauge the level of dedication within the workforce and assess whether employees are content with the organization's practices, ultimately predicting their likelihood of remaining with the company. Employee contentment plays a crucial role in the realm of human resources. Businesses must prioritize employee happiness as it forms the basis for enhancing efficiency, adaptability, excellence, and customer care. The significance of employee satisfaction in the workplace should not be underestimated. Various factors within the work environment, such as compensation packages, growth opportunities, office atmosphere, and team dynamics, influence job satisfaction. Moreover, the influence of the determining factor acts as a gauge for measuring contentment or discontent in the workplace, as well as the final result. In order to achieve equilibrium, it is crucial to take into account job dissatisfaction when addressing issues related to job contentment. Workers who are not content with their jobs may not resign, but their feelings of discontent can impact both themselves and their colleagues, as well as the quality of their work and the service they provide. Displeased employees exhibit animosity towards their co-workers. Additionally, a study conducted by (Kumari, P.B.; Hemalatha 2018) aimed to

comprehend job satisfaction from the employees' viewpoint and identified five factors that determine job contentment: autonomy, level of skill discretion, support from superiors, opportunities for further training, and relationships with colleagues. Embracing empowerment involves adopting a mindset and actions that convey a sense of authority and upholding the structure. Low job satisfaction can lead to negative outcomes such as high turnover, costly recruitment processes, decreased sales and profits, and diminished customer happiness.

Conceptual Framework

The present study is underpinned by a conceptual framework, which is visually depicted by the following framework:
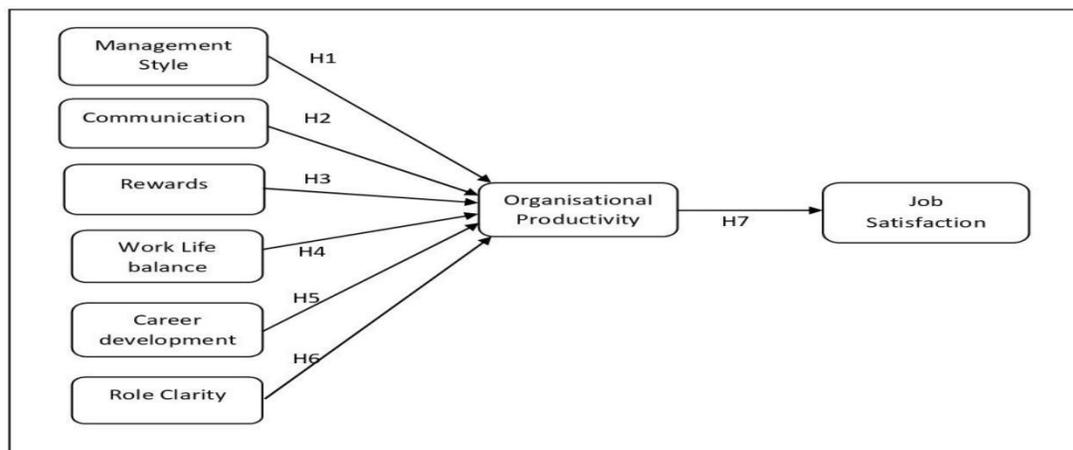

Fig.1   Conceptual Framework

3. Methodology

This paper intends to assess the correlation between the dependent and independent variables in this quantitative study. Data was gathered via a survey questionnaire to employees in the private retail stores in Delhi NCR (Faridabad, Ghaziabad, Gurgaon and Noida). The Statistical Package for Social Sciences 24.0 versions was implemented for data analysis, including Pearson Correlation was deployed to assess the hypotheses. Total Eight departmental stores taken from Delhi NCR region. Two stores were taken from each city. Sample of 165 employees were participated in the survey which represents a larger group of participants used by researchers to generalize the results of the study (Krejcie & Morgan, 1970). The sample size was selected by using stratified sampling, the process of selecting a sample that represents different groups or levels of a population (Salkind, 2014).

3.1 Respondents

The sample for this study includes 53 (51.5%) male respondents and 50 (48.5%) female respondents. The majority of respondents are between 25-34 years old which is 50 (48.5%) respondents, followed by age ranged 35-44 years old with 33 (32.0%) respondents, age ranged 18-24 years old with 9 (8.7%) respondents, age ranged 45-54 years old with 9 (8.7%) respondents and age ranged 55 years old and above with 2 (1.9%) respondents.

The education level section revealed that 50 respondents (48.9%) had bachelor's degrees, followed by 43 (41.7%) Diploma holders. The respondents pass the Sijil Pelajaran Malaysia (SPM) are 4 (3.9%) and Sijil Tinggi Persekolahan Malaysia (STPM) are 4 (3.9%) respondents. Lastly, 2 (1.9%) respondents are postgraduate degree holders (Master's Degree).

The respondents are mainly in the Project Department with 29 (28.2%) respondents, followed by Logistics, Procurement and Warehouse Department with 21 (20.4%) respondents, Sales and Marketing Department with 18 (17.5%) respondents, Accounting and Finance Department with
15 (14.6%), and Human Resource department 11 (10.7%) respondents. Administration department 9 (8.7%) respondents.

Most of the respondents who had been working in this organization for 1 to 10 years were 60 (58.3%) respondents. There are 21 (20.4%) respondents who had been working for 11 to 20 years, followed by 17 (16.5%) who had worked less than 1 year, and 3 (2.9%) respondents who worked for 21 to 30 years. Meanwhile, 2 (1.9%) respondents had worked in the organization for 31 years and above. Table 1 represents the demographic profile of the respondents.

Table 1: Demographic Profile

	Variable	*n*	Percentage
Gender	Male		7947.9
	Female		8652.1
Age	18-25 years old		5030.3
	25-35 years old		7746.6
	35-45 years old		3823.0
Highest Education Level	Diploma		148.4
	Bachelor's Degree		8249.7
	Master's Degree		6941.8
Department	Human Resource		137.8
	Administration		169.7
	Accounting and Finance		116.6
	Sales		10261.8
	Logistics, Procurement, and Warehouse		2313.9
Length of Service	Less than 1 year		169.7
	1 to 10 years		5734.5
	11 to 20 years		4929.7
	21 to 30 years		095.4
	31 years and above		3420.6

4. Results and Discussion

4.1 Reliability Analysis

The reliability of a measure is established by testing for both consistency and stability. Reliability analysis was used to test the reliability of questionnaires and was measured by Cronbach's Alpha. Cronbach's alpha is computed in terms of the average inter-correlations among the items measuring the concept. Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. The closer Cronbach's alpha is to 1, the higher the internal consistency reliability.

Pretesting were conducted in the organization and questionnaires were given to 100 employees. The reliability test for management style shows 0.811. Based on alpha rules the result indicated a satisfactory level. The reliability test for communication shows 0.821. It is also indicated as an excellent level. The reliability test for reward shows 0.803. It is indicated satisfactory level based on alpha thresholds. The reliability test for work life balance shows 0.851 indicates high level threshold. The reliability test for career development shows 0.741 indicates satisfactory level threshold of alpha value. The reliability test for role clarity shows 0.756 indicates satisfactory level threshold of alpha value. The reliability test for organisational productivity shows 0.865 indicates high level threshold of alpha value. The reliability test for

job satisfaction shows 0.749 indicates satisfactory level threshold of alpha value

4.2 Descriptive Analysis

Table 2 presents the descriptive result in measuring research variables. Mean and standard deviation describe the level of variation there is from the mean. A low standard deviation indicates that the data point tends to be close to the mean, whereas a high standard deviation indicates that the data is spread out over a large range of values. According to (Geisser, 1974), the mean score between 1.00 to 2.00 is considered low, 2.01 to 3.00 is medium-low, 3.01 to 4.00 is medium-high, and 4.01 above is high. In this study, mean scores for variables are acceptable and considered high.

Table 2: Descriptive Statistics of Variables

Variables	Mean	Std. Deviation	Factor Loading	AVE
Leadership	3.49	0.410	0.598	0.611
Communication	3.74	0.471	0.521	0.530
Reward	3.33	0.386	0.604	0.607
Work life balance	4.15	0.184	0.581	0.632
Career Development	4.05	0.362	0.616	0.671
Role Clarity	3.98	0.687	0.642	0.593
Organisational Productivity	4.27	0.114	0.533	0.532
Job Satisfaction	3.87	0.256	0.697	0.687

4.3 Hypothesis Testing

The hypothesis test indicated that there is a significant and weak relationship between management style and organisational productivity ($r = 0.304$, $z = 4.169*$, $p < 0.05$). Thus, H1 is supported and it can be concluded that management style and organizational productivity have a positive relationship.

The hypothesis test indicated that there is a significant and moderate relationship between communication and organisational productivity ($r = 0.437$, $z = 6.321*$ $p < 0.05$). Thus, H2 is supported and it can be concluded that communication and organizational productivity have a positive relationship.

The hypothesis test indicated that there is a significant and weak relationship between reward and organisational productivity ($r = 0.546$, $z = 6.514*$, $p < 0.05$). Thus, H3 is supported and it can be concluded that reward and organizational productivity have a positive relationship. Table 3 represents the correlation analysis for the variables.

Table 3: **Structural Equation modelling**

Hypothesis	B (Path coefficient)	Z value	P value	Decision
H_1: Management style organizational productivity.	0.304	4.169[*]	<0.05	Supported
H_2: Communication organizational productivity	0.437	6.321[*]	<0.05	Supported
H_3: Reward ⟶ organizational productivity	0.546	6.514[*]	<0.05	Supported
H_4: Work life balance organizational productivity.	0.508	8.547[*]	<0.05	Supported
H_5: Career development ⟶ organizational productivity.	0.427	11.741[*]	<0.05	Supported
H_6: Role Clarity organizational productivity.	0.316	9.652[*]	<0.05	Supported
H_7: Organisational productivity Job satisfaction.	0.610	11.241[*]	<0.05	Supported

The hypothesis test indicated that there is a significant and weak relationship between work life balance and organisational productivity (r = 0.508, z = 8.547, p<0.05). Thus, H4 is supported and it can be concluded that work life balance and organizational productivity have a positive relationship.

The hypothesis test indicated that there is a significant and weak relationship between career development and organisational productivity (r = 0.427, z = 11.741, p<0.05). Thus, H5 is supported that career development and organizational productivity have a positive relationship.

The hypothesis test indicated that there is a significant and weak relationship between role clarity and organisational productivity (r = 0.316, z = 9.652, p<0.05). Thus, H6 is supported and it can be concluded that role clarity and organizational productivity has a positive relationship.

The hypothesis test indicated that there is a significant and weak relationship between organisational productivity and job satisfaction (r = 0.610, z = 11.241, p<0.05). Thus, H7 is supported and it can be concluded organizational productivity and job satisfaction have a positive relationship.

4.4 Discussions

The present study sought to expand our understanding of employee engagement and organizational productivity. It can be concluded that there is a weak relationship between leadership and organizational productivity because mainly respondents have worked between 1 to 10 years in the organization. Employers play a role in creating a healthy culture organization to maintain a positive psychological environment for the employees (Chenoweth, 2011). Management style has a significant relationship with organizational productivity (Karacsony, 2021; Abdulrahman & Taqi Addin, 2020; Akparep et al., 2019). Overall, the role of leadership is critically important for an organization to achieve a high level of performance.

The findings extend previous research that focused on communication and organizational productivity. It can be concluded that communication has a significant relationship with organisational productivity with a moderate level of relationship. Organizational communication has a significant positive effect on organisational productivity (Musheke and Phiri, 2021). Effective communication enhances organizational relationships, minimizes strikes and lockouts, and builds a positive work environment. Good communication helps to build trust and loyalty, which are key factors in any relationship. Effective communication also builds employee morale, satisfaction, and engagement (Kibe, 2014). Intra-organizational aspects of communication, such as encouragement of initiatives and critical evaluation of productivity, are associated with innovative performance. Therefore, improving organizational communication can lead to improved organizational productivity.

This study's outcomes indicate a signification relationship between career development and organizational productivity with which weak level of correlation. Career development has been found to have a significant impact on organizational productivity. Studies have shown that career development programs can improve organizational effectiveness and employee development (Jia & Hua, 2022). Additionally, career growth has been positively correlated with employee engagement, which in turn can improve job performance (Weng et. al, 2010). Furthermore, there is a positive relationship between organizational support for career development and job satisfaction (Saleem & Amin, 2013). Overall, investing in career development can lead to improved organizational productivity.

5 Conclusions

This paper highlights the importance of employee engagement and its relationship to organisational productivity. It is concluded that there is a significant relationship between communication and organisational productivity with a moderate level relationship. It is concluded that there is a correlation between leadership, career development, and organisational productivity with weak-level relationships. Employers and employees must strategize to have good employee engagement to enhance organisational productivity. Employers must act as effective leaders and make employees feel comfortable working in the organization. It is important to maintain a positive working environment in the organization to increase employee engagement. The findings imply interactive communication between employers and employees may improve employee engagement. Apart from that, a smooth

planning of career development for the employees is also significant.

Numerous studies have consistently shown a positive correlation between employee engagement and organisational productivity (Zhang, et, al. 2015; Schrima, et, al. 2014). Companies with high levels of employee engagement have been found to outperform their competitors in areas such as profitability, customer satisfaction, and innovation. Engaged employees are more committed, productive, and willing to go the extra mile. High employee engagement has several benefits that directly contribute to improved organisational productivity. Engaged employees are more likely to stay with the company, reducing turnover costs. They also have higher job satisfaction, leading to increased customer satisfaction and loyalty. Engaged employees are more innovative, collaborative, and driven, resulting in higher levels of productivity and overall success. This study contains several

limitations. Despite variables drawn largely from the existing literature, it focuses on three variables of employee engagement only. There might be other important variables requiring further exploration to enhance organizational productivity. The data were limited to employees in the private retail sector in Delhi NCR region. This may be an issue in generalizability, therefore limiting the application of the study outcomes to different cultures. Hence, future studies should extend the testing of the conceptual framework to employees with other moderator variables, model suitability, and generalizability.

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