The Antecedents of Employee Engagement on Project Management Success: Theoretical Foundation from Construction Industry

Rabia S Ajeeb Abdalla[1,2]; S. M. Ferdous Azam[1]; Albattat, Ahmad[1]*

dr.battat@msu.edu.my
[1]Graduate School of Management, Post Graduate Centre, Management and Science University, Shah Alam, 40100, Selangor, Malaysia.
[2]The High Institute for Engineering Professions, Almajurie, Benghazi, Libya.

Abstract:
Achieving full engagement of talent is today's challenge. In today's competitive market, employee engagement is critical to business success. Employee engagement can impact an organization's performance. Customer satisfaction, company reputation, and overall stakeholder value are all linked to engagement. In order to remain competitive, organisations are turning to human resources to set the agenda for employee engagement and commitment. In Libya, an investigation into employee engagement and its impact on project management success was carried out. As a result, the researcher wanted to know what employees contribute to the success of the organization's project. However, due to the diversity of each country's culture, no work has ever been completed in the United Arab Emirates. Employee engagement is a complex concept that is influenced by a variety of factors. As a result, no one-size-fits-all approach to engagement exists. However, effective employee engagement is rooted in a firm's flexibility in approach. An investigation into the role of employee engagement in project management is underway. Research questions were answered by examining the works of various scholars. It elaborated on the subject and different factors that impact employee engagement and project management success of the organisation. An employee survey will be used to gather employee opinions. Next, the study will look at the impact of employee engagement on project management success.

Keywords: Antecedents, Employee Engagement, Project Management, Theoretical Foundation, Construction Industry

INTRODUCTION

Organizations that have engaged employees are more likely to succeed. An engaged workforce is essential to a company's success. The best way to improve a company's competitive edge is to engage its employees. Employees, managers, and the entire organisation benefit from HR's involvement. As a result, it encourages a caring work environment where employees feel inspired and engaged. The ability, client loyalty, organisational performance, and value of a firm's partners are all boosted by high levels of engagement. Factors like company culture, correspondence, and administrative styles as well as one's personal reputation can all impact engagement. Employees form a passionate bond with their employer when they are fully invested in their work. In turn, this affects their interactions with customers, resulting in improved customer retention and administrative efficiency (Bhavani, 2018).

The effectiveness of a project's management in achieving its objectives is a metric for its overall success (Gasemagha & Kowang, 2021). how well resources are utilised while maintaining positive relationships with both internal and external stakeholders is referred to as project efficiency (Kerzner, 2019). Managing stakeholder expectations is a critical component of any successful business strategy. Each person working on the project has their own idea of what a successful outcome will look like (Meredith & Mantel, 2021). In project management, product or service quality is an important consideration. Widgets that don't work are of no use to anyone, no matter how well they are delivered.

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Keeping the project's main benefits in mind is essential to ensuring quality. Project management success isn't easy to measure. Some considerations can't be assessed until the project is over. As a result, success in a project and success in project management are not the same thing (Loufrani-Fedida & Missonier, 2015).

Customers' trust in a company's brand is a direct result of the company's ability to keep its employees engaged. Because of this, companies are relying on HR to help them gain a competitive advantage by developing employee engagement and duty plans (Thakur, 2020). This is a term that has never resonated as strongly with business leaders as employee engagement, according to a study by Macey et al. (2019). (p. xv). Since the build has been clarified and characterised, it has been distinguished from similar but not identical builds (Hallberg and Schaufeli, 2006), and it has been understood its predecessors as well as its outcomes (see Bakker et al., 2020; Christian et al., 2019; Crawford et al., 2020; Demerouti and Cropanzano, 2020; Halbesleben, 2020; Mauno et al., 2020 for meta-investigations and surveys). Globally, employee engagement remains low, despite this development. Aon Hewitt (2021) found that four out of ten employees were not locked in, and two out of ten were effectively withdrawn.

When it comes to employee satisfaction and productivity, organisations have long been concerned. Engagement as a motivator should lead to higher job performance, say analysts (Kahn, 1990; Rich, Lepine, and Crawford, 2020; Christian, Garza, and Slaughter, 2019). Employees can motivate each other by expressing their level of engagement at work. As a concept, it is one that refers to the dynamic allocation of resources toward the termination of a job (Christian et al., 2019). Workplace productivity has been linked to employee engagement. Employee engagement has been shown to be associated with positive outcomes for companies, such as increased employee retention, improved efficiency, and increased productivity. an indicator of employee engagement is organisational citizenship conduct (OCB) (Bhatnagar and Biswas, 2020).

An employee's level of engagement is a multifaceted concept. As a result, there is no one-size-fits-all approach to increasing participation. Even though each company may define employee engagement in a different way, the path to compelling engagement will be determined by the methodology that is most appropriate for each organisation (Thakur. P 2020). According to Karatepe and Demir, employee engagement is well-known in the field of professional research (2020). Pioneers' efforts to improve employee engagement scores are hindered by a lack of adequate writing on the obstacles they face (Markos. S 2020). It's important to identify employees who don't feel appreciated and connected to the work they're doing. In the eyes of HR experts, an employee's perception of their role and how they are treated in the workplace is a major contributor to employee engagement. An organization's success relies heavily on the emotions of its employees. Despite the best efforts of HR and line managers, there will always be those who do not give their best effort, no matter how hard they try. However, employees must resolve to organisations because doing so fulfils an incredible and vital need in conjunction with and contributes to something enormous (Bhawani.S 2018).

Project managers have been found to have a significant impact on project success in previous studies (Kerzner, 2013). In the field of project management, "project manager" has long been considered one of the most important terms (Loufrani-Fedida & Missonier, 2015). The likelihood of project success is increased, and the project management process is improved by effective project management (Meredith & Mantel, 2021). In the past, this has meant hiring, training, and retaining project managers who are capable of managing projects in accordance with the company's vision, goal, and strategy. Thus, project-based organisations held project managers in high esteem.

According to the project's type, stakeholder (public or private), project orientation, and the number of concurrent projects managed by the project manager, the project manager's responsibilities may vary (Project Management Institute, 2021). There are many factors that contribute to the complexity and management of projects, including the nature of the project itself. In order to achieve project objectives and the expectations of the project stakeholders, project management is the application of knowledge, skills, tools, and techniques (Project Management Institute, 2021).

This research is critical to improving employee engagement and discovering the link between project management success and this research. Furthermore, this study investigates how employee engagement, organisational performance, and project management success are linked. There was "nearly twice the average turnover rate for all other sectors" in construction, according to Deloitte (2020). The high turnover rate in the construction industry is a constant problem (Dusek et al., 2020). According to Karatepe and Demir, employee engagement is a hot topic in academic organisational behaviour research (2020). Datche and Mukulu (2018) analysed employee engagement in Kenya by focusing on one factor: transformational leadership. There are four independent variables in this study, one of which was studied in a previous study. Although this study will take place in Libya, the independent variables used include employee engagement and its impact on Libyan construction (CA). According to previous research, the Indian construction industry is a critical one to monitor (Gupta et al., 2018). When it comes to work engagement, Lee and Ok (2018) found that employees in the United States were more engaged when they were able to evaluate their own work environment.

LITERATURE REVIEW
Theoretical Foundation

It is critical to gain a better understanding of employee engagement and to implement practical strategies for cultivating an engaging workplace culture. Right Management (2019) asserts that organisations must be cognizant of the dynamics of employee engagement. Engaged employees have a favourable attitude toward their work environment, including the leadership of their employer and the tasks they perform. Personal and job resources, according to Bakker and Demerouti, are critical factors in determining work engagement (2018). According to Anitha, employee engagement is influenced by leadership, teamwork, coworker relationships, training, career development, and compensation (2020). Policies, procedures, organisational structures, and systems, as well as workplace health and safety, are also critical. Managers must focus on both their own and their employees' capabilities when it comes to increasing employee engagement. He asserted that when employees are aware of their own strengths, they increase their level of engagement and, as a result, their project management success. According to Rothmann and Storm, employees who are engaged in their work are more likely to be productive (2019). Satisfaction, motivation, and effectiveness all contribute to employee engagement, according to Swaminathan and Rajasekaran (2020).

Right Management (2019) conducted a survey of over 28,800 employees in 15 countries to ascertain the most influential factors affecting employee engagement. Employee engagement has been found to be positively correlated with an organization's culture, strategy execution, leadership capability, structure, and processes. Employee engagement is also discussed in terms of its effect on customer satisfaction and overall company effectiveness. Additionally, the report discovered that without an engaged

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workforce, an organisation will be unable to achieve its strategic goals. Abraham (2021) examined job satisfaction as a predictor of employee engagement, whereas Shuck, Rocco, and Albornoz (2011) examined an employee's unique experience of work engagement and its effect on productivity. Both IPMA-HR (2020) and Bakker and Demerouti (2018) made recommendations on how businesses can improve employee engagement. When it comes to employee engagement, organisations can take a number of different approaches that all involve carefully configuring the factors that contribute to it. Workers must be able to engage, have a reason to engage, and feel free to utilise mobilisation and configuration capabilities (SHRM, 2021). IPMA-HR (2020) states that the most effective way to meet an organization's employee engagement needs is through a holistic philosophy that demonstrates concern, appreciation, respect, and encouragement for all employees. As a result of Saks's (2018) groundbreaking research, we now understand the causes and effects of employee engagement. Saks examined the relationship between employee engagement and the consequences of engagement drivers.

Effective leadership demonstrates self-awareness, information communication, transparency, and regard for employees and the organization's ethical standards (Anitha, 2020.). According to the literature on employee engagement, leadership encompasses both inspirational motivation and intellectual stimulation, in which leaders foster employees' adaptability and creativity in a blameless environment (Bass, B., 1985, Berson, Y., 2019). Additionally, it is critical for students to develop the ability to adapt to and manage their own learning, which is facilitated by intellectual stimulation (Schneider, 2018). Wendell French coined the term "organisational justice" in 1964, and organisational psychologists have since used it to describe how organisations treat their employees fairly and ethically in accordance with their stated values. Additionally, it is predicated on a sense of justice (Adams, J., 1965, Greenberg, J). According to exchange ideology, if a business treats its employees fairly and justly, they will respond by increasing their effort and involvement in their work (Saks, M. A., 2018). Fairness and predictability in the workplace, as defined in the reference (Kahn W. A., 2020), are critical components of fostering a sense of security. Organizational justice is concerned with how employees determine whether they have been treated fairly at work and how those determinations affect other work-related variables (Moorman, R., 2017). As a result, employee morale and productivity decline, as does the overall success of the business (Coetzee, M., 2015). Justice has been defined as a single, all-inclusive concept or as a four-tiered system (Colquitt, J., 2016).

Human resources policies and procedures, as well as perceived organisational support, are all examples of work policies and procedures (POS). Work-life balance, hiring practises, flextime, and other human resource policies and procedures are all covered by human resource regulations (Anitha, J., 2020). When it comes to employees, human resource management systems and other management practises must work in concert to foster an engaged workplace culture (Lockwood, N., 2017). A company's hiring process encompasses all aspects of employee management, from recruitment to termination, with an emphasis on ensuring a good fit between employee and job (Barbera, K.M, 2019). A healthy work-life balance is defined as a satisfactory level of involvement or "fit" between the various roles in a person's life. By contrast, flexitime allows employees to change their start and end times as long as they work a minimum number of hours (Neuman G.A, 1999). Employee engagement is positively correlated with flextime and work-life balance. (Brennan RT) (Brennan RT, 2018). When employees believe their contributions are valued and their employer is concerned about their well-being, this is referred to as "perceived organisational support" (Boulian, P., 1974), and it

has been demonstrated to increase job satisfaction and commitment to the company (Saks, 2018). Employees' psychological safety is influenced by their perception of their employer's support and care, which enables them to work without fear of negative consequences (Kahn, W. A., 2020). Employees are compelled to care about their coworkers' well-being and the success of their employer through POS (Armeli, 2016).

Training is another critical component of employee engagement.
    The culture of an organisation can be defined as the way in which everyone in the organisation thinks and acts collectively. New employees must become familiar with and adhere to this policy prior to joining the company. This implies that culture can be taught, passed down through generations.

Figure1: Engagement by Kumar 2012

According to Deci and Ryan (1987), this type of management shows concern for the employees' needs and feelings, encourages them to express their concerns by providing positive feedback, and assists them in learning new skills and solving work-related problems. According to Purcell and colleagues, in order for employee engagement to be meaningful, there must be a more genuine sharing of responsibility between management and employees (2019). One of their study's findings was the importance of employees participating in decisions that affect their jobs or work environments, which was strongly linked to higher levels of employee engagement. According to Lucas and colleagues, an employee's voice is defined as the ability for employees to have a say in workplace decisions (2018). According to Robinson et al., feeling valued and involved is an important factor in fostering engagement (2020). Within the umbrella of feeling valued and involved, there are a number of factors that influence how much an employee feels valued and involved, and thus engaged. According to Robinson et al. (2020), when it comes to retaining or increasing employee engagement, this can be a helpful indicator for companies to focus on those aspects of working life that require more attention.

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Figure2: Robinson's Model 2004

Penna's (2017) work presents hierarchical models of engagement. According to this model, employees are looking for "meaning" at work. Penna defines "meaning" as a sense of fulfilment derived from one's work. Being appreciated, feeling like you belong to the organisation, contributing, and aligning with Robinson's Research Framework all contribute to an employee's sense of fulfilment. According to Penna, the company has become more appealing to new applicants as well as more engaging to its current workforce as a result of his efforts. According to Robinson, a lack of employee involvement in work-related decisions has been found to have a significant impact on the productivity of many employees (2018). According to Beardwell and Claydon, employee involvement is a central principle of 'soft' HRM, where the emphasis is on capturing employees' ideas and securing their commitment (2017). A number of detractors have claimed that employee involvement gives management complete control and that employees have little actual influence. According to Lawler and Worley, when employees are given power, a high-involvement work practise is effective and has a positive impact on employee engagement (2018).
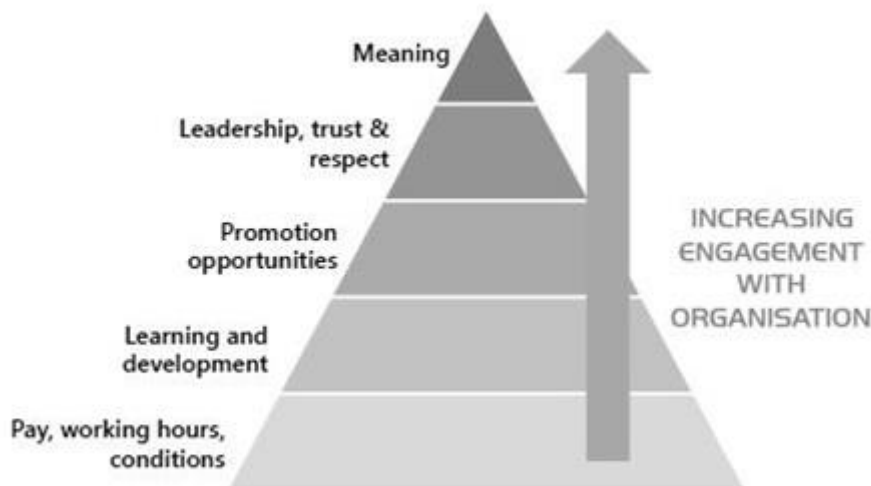

Figure3: Penna's (2007) Hierarchical Model Source: Bhatla (2011)

The phrase "employee engagement" is becoming more popular (Robinson et al., 2020). The majority of what is written about employee engagement is in practitioner journals, rather than theoretical or empirical research. According to Robinson and colleagues, academic and empirical research on a topic that has become so popular has been surprisingly scarce (2020). Because of the lack of attention it receives, employee engagement appears to be fadish or "old wine in a new bottle." Many definitions and measures of employee engagement sound suspiciously similar to other well-known concepts such as organisational commitment or organisational citizenship behaviour, which is a problem (Robinson et al., 2020). Employees' discretionary effort in their jobs is frequently cited as an indicator of their commitment to the company (Frank et al., 2020).

METHODOLOGY
The study is descriptive, and it is based on secondary data, which was gathered through a literature review from reputable sources such as journals and books on the construction industry as well as proceedings, reports, and other online materials related to the construction industry. The discussion mainly focusses on the theoretical foundation and related literature to shed the light on the studied topic.

DISCUSSION
According to research (Truss, 2018), the key to successful enterprise project management employee engagement is to provide employees with a safe space to express their thoughts and feelings. Additionally, managers and leaders are expected to address employees' concerns in order to ensure the success of the organization's project management (Business and Taleet Aligned) (2021). Employee attitude has an effect on their commitment to the organization's project management efforts being successful. Recognizing employee attitudes is a critical component of competition and directly impacts an organization's profitability (Shamila, 2004). (2021). Several others have stated that in order to increase employee engagement and the success of organisational project management, ideas for the organization's strategic plan must be shared with and demonstrated to them (Business & Talenet Aligned) (2021). Employee attitude, as defined by the authors (LeBreton, J.M. (2021), entails task project management success that is determined by the employee's activity approaches and dispositional characteristics. "There are numerous variables that can be measured that have no bearing on project management success and do not aid a business in implementing a system that enables managers to effect change (Sorenson, S. 2021)," the author writes.

"It's wonderful when businesses strive to increase employee engagement, and even better when they quantify employee engagement," Serenson (Sorenson, S. (2021) emphasised. Measuring customer engagement and loyalty is the first step that businesses must take before implementing meaningful customer engagement and loyalty initiatives. Another school of thought held that high-performing employees demonstrated a high level of motivation and values, which enabled them to contribute positively to their organisations' success (Abrahma, S. (2021). Additionally, considering employee well-being (Prabhakar, V. (2011) (Purcell, J. (2021) is an acknowledgement of his contribution to the project's success. As previously stated, Markos and Sridevi (Sridevi, M. (2020) confirm that employee engagement is a two-way street that requires information sharing between managers and employees as well as the identification of critical employee weaknesses. The priority placed by top management on employee satisfaction is what propels an organization's project management efforts forward.

According to the evidence, there is a positive correlation between employee engagement and organisational project management success, with the greater the level of employee engagement and commitment, the greater the organization's project management success. Employee engagement improves attendance, retention, advancement, and client service, while also motivating employees to contribute to the organization's project management success. eds., N. Clarke et al., 2021 (According to Insync Surveys). Managers and other financial professionals place a high premium on financial factors in order to ensure the success of organisational project management. This includes handling earnings and accounting returns, as well as calculating the financial benefits of project operations and other financial factors. According to the study, they place a low premium on employee engagement and satisfaction, which are critical non-financial factors for an organization's long-term project management success. (eds. K. Akter et al) (2011). As Hromei (Hromei, A. (2020) noted, human-related issues were overlooked, despite the fact that it is now widely accepted that employee satisfaction translates into greater financial project management success, through their creativity and dedication to the organization's goals, through their creativity and dedication to the organization's goals, through their creativity and dedication to the organization's goals, through their creativity and dedication to the organization's goals, through their creativity and dedication to the organization's goals, through their creativity and dedication to the organisation Managers struggle to improve organisational project management success due to a lack of knowledge and ability to consider non-financial human capital factors such as work environment balance, organisational project management success for long-term goals, and organisational project management success for short-term goals.

No one-size-fits-all project management strategy exists, according to the study's findings. Organizational internal decisions must be in sync with external demands and the needs of its employees if it is to be effective. Authors: (A. Soylu and co-authors), (2018). "As stated by the author, numerous organisations are experimenting with novel management approaches." Staffing and benefits solutions are used to address employee attraction and retention issues. A new generation of knowledge management systems is being developed to stop the flow of information. To aid in the development of new skills and knowledge, training and development are essential. In addition to establishing a positive image, marketing and branding are used to create a brand identity. In order for public organisations to achieve their goals, employees must believe that their workplaces are a place where they can have fun, stay, and contribute in a way that benefits the organisation (2021).

In contrast, some argue that there is a growing recognition of the active role that employees play in shaping and influencing their environment, and that employees with a proactive personality are more likely to craft their own jobs, mobilise their own resources, and set their own challenges to work on their own engagement, which in turn predicts other measures of an organization's project management success (Derks, D. et al., 2003). (2021). Employees' perceptions of organisational issues can improve if they are given a reasonable amount of responsibility. Because of formal recognition programmes designed to reward top performers with significant autonomy, in which many decisions are made at the team level rather than at the headquarters (Review, HB (2021). Mediation between employees and managers is critical to the success of project management efforts in an organisation, according to numerous studies. To understand how involvement-centered human resource management affects job satisfaction as well as project management success, Menezes, M.L. writes, "both mutual benefit (positive

mediation) and inconsistent mediation hypotheses are relevant" (2021). I. Tak et al. (2010) found that (Tak, I. and others, 2010). (2020). Employee engagement is another factor that contributes to successful project management outcomes. Employees contribute to their company's competitive advantage by displaying a high level of commitment and happiness at work. Longer tenure and lower absenteeism and staff turnover are benefits of a company's employees being more invested in their organisations. Additionally, the company's productivity, customer satisfaction, cost savings, and profitability will be evaluated. In the words of (Asadullah, A.M.), " (2020).

According to a study, it was found that improving employee satisfaction does not always lead to better project management outcomes. As a result, the conditions that contribute to many employees being "satisfied" with their jobs are likely to irritate those who perform exceptionally well in their roles. As a top performer, you want to be challenged and to upend the status quo as much as you possibly can. These people are open to new ideas, are always looking for ways to improve, and believe that all employees should be held accountable for their work. Underperforming employees, on the other hand, are more likely to resist change and avoid accountability at all costs (2020). An organization's ability to differentiate itself from its competitors is critical to increasing employee engagement in the face of adversity. Long-term strategies, measurable actions, all stakeholders, the identification of critical employee segments, and the expansion of assessment and analytics tools are just some of the factors that contribute to success. If a company's internal and external environments are constantly changing, its ability to show improvement even when the market as a whole is in decline can be greatly affected (2011).

What are the benefits of employee engagement for a company? According to previous research, employee engagement has a significant impact on the success of a company. Project management success outcomes such as employee retention, productivity, profit margins, customer loyalty, and safety were found to have a positive correlation with employee engagement (2020). (as well as other things). When an organization's employees are more enthusiastic about their work and more likely to exceed industry average revenue growth, researchers found.

CONCLUSION
Decisions should be made on an individual team level rather than at the corporate level to better understand the impact of employee involvement-centred Human Resource Management on job satisfaction and project management success. Furthermore, effective project management necessitates a high level of employee participation. Employees who are committed and happy at work help their employer gain a significant competitive advantage. Employees who are more committed to their workplaces have lower turnover and absenteeism. Customers' satisfaction and cost-savings will both improve as productivity and profitability rise. The measurement and improvement of employee satisfaction is not required for a project's success. The best motivators are those who face new challenges and are open to new experiences. They are open to new ideas, constantly looking for ways to improve, and hold everyone accountable for their work. Low-performing employees, on the other hand, tend to resist change and avoid accountability, which is why they are frequently overlooked. All stakeholders should be included in the process, and the selection of assessment tools and analytics should be expanded. Even in a declining market, a company's ability to adapt to changes in its internal and external environments is critical. Employee engagement is a worthwhile investment. Because

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employee engagement has a direct impact on the bottom line of the company. Customer loyalty and productivity have been linked to workplace engagement and project management success. Employees are more engaged in high-growth companies. Customer engagement is inextricably linked to customer satisfaction. An engaged employee consistently exhibits three general behaviours that improve project management success.

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