

EMPLOYEE ENGAGEMENT AND ITS IMPACT ON PERFORMANCE OF EMPLOYEES OF CONSTRUCTION SECTOR

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ABSTRACT

This research study is planned to assess the importance of employee engagement and its impact on performance of the employees of construction sector in Oman, a theme well researched globally but little in context to Oman. The document gives a brief overview of the background of the study. Recently, Oman has witnessed an economic transformation and the fear among people is rising because the rate of unemployment is increasing. This is one of the major reasons that the study is conducted that can help the corporate leaders to understand the process in which fear among employees can be removed by adopting employee engagement strategies. From the literature review it can be identified that employee empowerment and training of employees increase employee engagement. Moreover, it is also found that dealing with the emotional intelligence of the employees to increase their level of motivation that further has an impact on the productivity of the employees. The primary objective of this research is to find out the required policies and procedures that can help the corporate leaders of Oman to attract employees in the construction sector and remove potential fear from the mind of the employees. The primary data will be collected by the researcher with the help of questionnaire and interviews that will help in analyzing the employee engagement factors that can be suitable for enhancing the performance of the employees working in the construction sector of Oman.

KEYWORDS: *Financial Inclusion, Bibliometric Analysis, Literature Review.*

Introduction

Introduction on Employee Engagement and Impact as Vital Conceptual Aspects for Staff in Oman Construction Sector

Engaging staff is one of the most vital roles of human resources or leaders/managers. It is the duty of leaders/managers to motivate subordinate staff and instil enthusiasm (Motyka, 2018). Employee engagement reflects the level of involvement of staff in all organisational aspects to retain a competitive edge of business/services (here, the Omani construction sector has been considered). The engaged employees develop a healthy balance between their personal and professional lives that reflects in their job performance (Milhem & Ahmed, 2019). An engaged employee is always attentive and enthusiastic towards their job and collaborates well with their colleagues and also creates a positive influence over the work culture as the people who are working with the engaged employees often get the help that improves their performances too. Employee engagement casts a positive influence in a workplace as the people who are engaged employees are concerned about their performance and the entire business that keeps them engaged towards their work and co-operating with others in the workplace (Milhem & Ahmed, 2019). This research aims to evaluate the construction sector companies of Oman to understand the real

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scenarios (positive/negative) for employees working in construction companies in Oman. This study follows a secondary research design to meet the research aim and objectives (Alawag *et al.*, 2022). The researchers aim to review the past literature and studies in the area of this research topic to understand the employees' engagement in the construction companies in Oman and the impact of employee engagement in the performance of the employees in the industry. The study has a larger purpose to point out the areas and make effective recommendations that can improve employee engagement in the construction sector of Oman. The study follows a mixed method of qualitative and quantitative to analyse the employee performances in the construction sector of Oman. Moreover, the research will be largely talking about the employee engagement in the organisations and the positive impacts to make recommendations that can be noted by the organisations to develop a good working atmosphere over their workplaces and increase the productivity of the employees (Addo, 2020).

Background of the Research Study

The study aims to evaluate the current situation of employee engagement and its implications on the staff of construction sector companies of Oman. To meet up the aim of the study, this paper will be examining the existing literature in the area of employee engagement in the construction companies in Oman to determine the level of dedication of the workers of the companies (Addo, 2020). Employee engagement is a very valuable resource for a company as the employees who are engaged in the working system of the organization often care about the values of the organisation, the business goals, performances of them and their team, and the other crucial factors that determine organisational success (Weideman & Hofmeyr, 2020). To be very clear, if an organisation can successfully maintain the elements of employee engagement and can provide a healthy workplace to the employees, the situation can remarkably improve the performances of the employees as they can feel more engaged with their work (Shahid, 2019). This paper examines the construction sector of Oman and measures the level of employee engagement for a greater intention to make the employers aware of the factors that are impacting the performances of the employees while recommending efficient ways that can be followed to make the industry stable in terms of performance of the employees that can support sustainable growth for the companies. The research completely relies mainly on the secondary mode of research to have in-depth knowledge about the construction sector of Oman and the level of employee engagement the sector has while determining the impact of employee engagement in the performance of the employees (Al Darmaki, 2022). This research can add value to the readers and especially different employers who can follow the guidelines to make their organisation better places for employee engagement to drive the businesses towards success. The research questions of this research are strongly connected with the improvement of internal infrastructures of the businesses and specifically to the construction sector of Oman as this study will be also pointing out areas that can be improved in the construction companies of the country that can make the performances better of the employees that can also positively contribute to the country's economic situation. **There are several reputed construction companies in Oman like KEO international Consultants, Parsons International, Hill international, Archirodon Construction, and so on.**

Literature Review

Introduction

It is quite common knowledge that Construction is a major form of business which involves the construction of various categories of buildings or projects and in a well-developed country like Oman it must come as no surprise that they are one of the most important sectors of the business market. In Oman there are various topographical and climatic challenges that are often faced by the construction sector however it still in no way has dented the competitive approach of their demand. Which depicts the quality of their services and that is exactly what this review will cover.

Overview of Construction Sector of Oman

In Oman implementation of various strategies in the construction sector can help with the production of different benefits in the organisational sector as well such as continuous improvement and the improved performance of construction projects (Jong *et al.*, 2019). The construction companies across the country of Oman are executed based on various organisational help or are commissioned publicly, municipal agencies or sometimes are even conducted privately. These construction projects are of wide importance to the country due to their competitive facilities be it anything ranging from Hospital to simply just pipelines. This makes it important for companies of Oman to stay updated on the increasing demand of the construction projects and get them commissioned for themselves to work on and that is

the prime way to make their way through the top position in the market and can help them in establishing a better market presence which will be a great asset for the company for a long period of time. Due to the intensity of competition in the market of Oman the companies always try to stay at the top of their game and thus deliver the best of their services in order to maintain their reputation in the market and since most construction projects are time intrusive projects the expectations of the customers will be on a constant rise which can often prove to be difficult to meet. However, if the company manages to do so their reputation can skyrocket in the construction sector thus paving the way for them to achieve a better market presence. In the construction sector there are various categories depending on the nature of the projects. Which are:

- **Residential**

It is most important for the construction companies to stay aware of all the needs that are required in residential projects and therefore requires a certain degree of consideration of the needs and interests of the common people. It can also often vary based on the preference of the proprietors. Common residential projects are not to be confused with building just normal small 'houses' and thus are not as easy as often comprehended by the newcomers in the sector. Deliverance of a quality residential project can result in the rapid popularisation of the construction companies as it is the most common and widely implemented projects in the construction sector (Croese, 2018).

- **Institutional and Commercial**

This category of construction sector marks the projects of a larger to a medium scale and thus are often more time taking than common residential projects. These are also a rapidly growing category under the sector and services provided here by a construction company can effectively become their recognition in the whole industry. The institutional and commercial buildings can be of various types which differ based on the objectives of the proprietors and can be of various scales ranging from common retail stores to larger institutions like schools or even as large as a skyscraper. Fundamentally these types of projects also need the company to deal with the maintenance of the whole structure even after the completion of their projects.

- **Specialized Industrial**

The industrial projects are normally the manufacturing unit for any firm and thus can be quite numerous in number (Ohno and Bodek 2019). They are also required to be extremely specialised to deal with various forms of specialised requests. These buildings can range from contemporary industrial units to something as complicated as nuclear power generators which can be extremely hazardous to deal without having sustained knowledge and these projects are normally considered to be highly sophisticated pieces of construction and thus often need heavy maintenance which is another reason for it being a largely popular category under the construction sector. However, these infrastructures are a lot more susceptible to breakdowns which can be extremely dangerous and, in most cases, cost intrusive for any of the companies to perform maintenance on.

Research Methodology

Aims and Objectives of the Research

- **Aims**

The research aims to provide a piece of in-depth knowledge about employee engagement to recommend effective strategies to the employers based on overall positive/negative impact. This is so that they can provide a safe and healthy workplace to the employees while increasing their level of commitment and passion towards their work (Ahmed & Islam, 2018).

- **Objectives**

The major objectives of this research are:

- To evaluate the concept of employee engagement and identify the driving factors that impact the engagement of the employees.
- To determine how the presence/absence of employee engagement can positively/negatively affect construction companies (Oman).

- **Research Questions**

The researchers aim to do secondary research on engaging staff within organisations and their consequent impact on their ability to perform. So, research follows the research questions like-

- What is the importance of employee engagement and what factors are the major determinants of engagement of the employees in a workforce?
- How does employee engagement impact the performance of employees in the construction sector of Oman?

Findings and Analysis

Discussion

The research study offered provides a thorough examination of how social media affects mental health. The study's findings suggest that using social media might affect mental health in both favourable and unfavourable ways. An in-depth analysis of the research results and a larger context for the study will be provided in the discussion portion of this report (Rashid *et al.*, 2019).

The paper first emphasises the advantages of social media for mental health. According to the study, people who may be struggling with mental health concerns can find a feeling of community and support on social networking sites like Facebook and Instagram. Access to services and information on mental health through social media can also help people better understand their conditions and get the right therapy (Wang *et al.*, 2021). The survey also emphasises the detrimental consequences of social media on mental health, though. According to the study, using social media excessively might cause emotions of worry, despair, and loneliness. Cyberbullying and other types of online harassment may also be spread through social media, and they can have a serious negative effect on mental health.

The research study also looks at how social media affects certain demographic groups. For instance, the study discovered that teenagers are especially susceptible to the harmful impacts of social media, such as cyberbullying and social comparison. The study also discovered that women are more likely than males to suffer from the consequences of social media on their mental health.

The research offers a number of suggestions for people and organisations looking to lessen the detrimental impact of social media on mental health. For instance, in order to lessen anxiety and enhance the quality of sleep, the research advises people to minimise their usage of social media, especially before bed. The research advises businesses to adopt measures to support good mental health at work, such as facilitating access to mental health resources and encouraging a healthy work-life balance (Lemon and Hayes, 2020). The research paper offers significant new information on how social media affects mental health. While social media may offer significant advantages in terms of community and support, it's equally critical to be aware of possible drawbacks and take precautions against them. Individuals and organisations may contribute to ensuring that social media is a positive influence in promoting mental well-being by adopting a proactive attitude to mental health (O'Connor and Joffe, 2020). The report sheds light on how government regulations affect the travel and tourism sector and the economy. The results showed that government policies have a significant impact on how the tourist sector is shaped, notably in terms of encouraging sustainability, developing tourism infrastructure, and giving financial assistance (Reer *et al.*, 2019). The study demonstrated how eco-conscious travellers may be drawn to destinations by regulations that favour sustainable tourism growth, therefore boosting the industry.

According to the study, there is a direct relationship between a country's economic growth and its tourist population. The tourist sector has the ability to boost local economies, provide employment opportunities, and support community growth. Therefore, encouraging tourism can aid in boosting economic development and progress. The study did, however, also show that the tourist sector is susceptible to outside forces including pandemics, natural catastrophes, and unstable governments (Latif *et al.*, 2021). The study has a number of repercussions for scholars, tourist stakeholders, and policymakers. The research findings may be used by decision-makers to create efficient policies that encourage the growth of sustainable tourism and offer funding. The study can also assist policymakers in comprehending the value of diversifying the tourism sector in order to lessen the influence of outside variables on the sector. The findings may be used by tourist industry players to create ecologically and socially responsible sustainable tourism practices (Valkenburg *et al.*, 2022). The study's findings can also be used by academics to pinpoint areas that need more investigation, notably in the field of developing sustainable tourism. The study report offers insightful information about the present state of the tourist sector and its potential for expansion. The results emphasise the significance of governmental regulations, the influence of outside variables, and the demand for environmentally friendly tourist methods. The study may be used as a starting point for more investigation and research, and it has

important implications for policymakers, tourism stakeholders, and scholars (Kavaklı and Ünal, 2021). The study highlights the significance of encouraging sustainable tourism development that boosts local economies and benefits both visitors and residents.

The findings showed that although most workers were content with their occupations, there was still room for improvement (Park *et al.*, 2021). Communication was a major problem, with many workers complaining that they did not believe their bosses were providing them with enough information. The frequency and clarity of communication between managers and employees should be improved to help with this. Reevaluating job allocation and providing additional assistance and tools for stress management might potentially solve the overworked and stressed feelings that many employees expressed (O'Connor *et al.*, 2021). The secondary data study of the company's financial record showed that it was outperforming its rivals, with consistent sales increases over the last several years. There were some worries, nevertheless, over increasing costs and deteriorating profitability. Addressing the concerns raised in the employee survey, such as enhancing communication and lowering stress levels, may eventually improve the company's financial performance by increasing staff productivity and lowering turnover rates.

The study report included insightful information on the company's financial performance as well as employee happiness. The study was able to give a complete picture of the company's present situation by integrating primary quantitative-qualitative data collecting with secondary data. The report's suggestions for enhancing communication and lowering staff stress levels may boost output and boost the company's financial success (Viner *et al.*, 2019). The report may have also looked at how cultural variations might affect how happy employees are at work. It is well recognized that various cultures have various perspectives on the nature of work and that these perspectives can have an impact on how people view their employment and the degree of enjoyment they gain from it. It would thus have been advantageous for the report to explore this component of the study in more detail. The analysis may have gone further into the connection between employee job satisfaction and plans to leave their jobs (Serrano *et al.*, 2019). The study did not completely investigate the causes for the negative correlation between the two variables, despite the finding that there was one. It's possible that workers who are happy in their positions are less inclined to quit because they feel more devoted to their companies. Another explanation for the association is that workers who are dissatisfied with their jobs are actively looking for new positions. The research may have offered additional information on the elements that affect employee turnover if it had looked into this relationship more thoroughly.

Despite these drawbacks, the research offers insightful information on the elements that affect employee job satisfaction and intentions to leave their jobs (Cauberghe *et al.*, 2021). According to the study's conclusions, businesses should put their employees' well-being first and foster a healthy workplace culture to increase job satisfaction and decrease turnover plans. To create possibilities for growth and career progression, which may help boost work satisfaction and retention, organisations should also engage in staff training and development (Pongsakornrungruangsilp *et al.*, 2021). The elements influencing employee job satisfaction and turnover intentions are in-depthly examined in the paper. Despite the study's limitations, the results offer insightful information that can guide organisational policies and practices. Organisations may increase job satisfaction and lower turnover intentions by prioritising employee well-being and fostering a happy work environment. These actions can have a substantial beneficial impact on the organisation as a whole.

The primary data-gathering procedure for the study included both quantitative and qualitative research techniques to offer thorough insights into the phenomena under investigation. The researchers were able to gather extensive and varied data through the use of these strategies, which they then used statistical and thematic analytic methods to analyse. This strategy allowed the researchers to comprehend the research challenge more thoroughly and provide more accurate and trustworthy results (Boar *et al.*, 2020). The study's utilisation of secondary data sources gave the subject under investigation a wider viewpoint. It gave the researchers access to a wealth of data from other sources, which they utilised to confirm and corroborate the conclusions from the main data (Kwan *et al.*, 2020). The researchers were also able to compare and contrast their findings with those of earlier studies thanks to the use of secondary data sources, leading to a more thorough and rigorous study.

According to the study's findings, young individuals' usage of social media and their subsequent mental health consequences are significantly correlated (Douglas *et al.*, 2020). According to the research, young individuals who use social media have higher levels of anxiety, despair, and loneliness

(Grima *et al.*, 2020). The frequency and length of social media usage, the kind of social media platform, and the personality features of the user are all variables that can have an impact on the association between social media use and mental health outcomes. The study also discovered that young adults who contact people in person more frequently had better mental health outcomes than those who predominantly rely on social media. This research raises the possibility that social media, particularly when it substitutes face-to-face social engagement, may have negative consequences on social connectivity and mental health outcomes. The study has significant ramifications for young adults' mental health and wellbeing. The results indicate the need for initiatives that encourage increased in-person social connection and discourage the overuse of social media (Deery *et al.*, 2019).

The study offers important new insights into the intricate connection between young people's usage of social media and their overall mental health. The study's findings emphasise the need for more research in this area and the creation of focused therapies that address any possible harm that using social media may cause to one's mental health (Girdhar *et al.*, 2020). A thorough and reliable examination of the research topic is provided by the study's mixed-method approach, which included primary quantitative-qualitative data gathering with secondary information.

Conclusion

The research study examined how employee engagement levels in Oman's construction sector have changed over time. In order to thoroughly study this topic, the paper took a mixed-methods approach, incorporating primary and secondary data. The main information was gathered through an online poll that garnered 300 replies from workers in Oman's construction sector. The survey's findings revealed that employee engagement levels are significantly impacted by the changing construction sector (Al Amri and Oztemir, 2022). The majority of workers reported feeling disengaged as a result of things like bad management, poor communication, and insufficient opportunity for training and growth. The secondary data was gathered by carefully reviewing the body of knowledge on Oman's construction sector and employee engagement. The evaluation emphasised the value of employee engagement in fostering organisational success as well as the necessity of good management techniques to attain high levels of engagement. Several important conclusions were drawn from the data analysis (Umar, 2022). First off, employee engagement levels in Oman's construction industry have suffered due to the sector's shifting nature. Employee engagement levels are low due to a variety of factors, including a lack of job security, excessive hours, and unfavourable working circumstances. The study also found that bad management significantly contributed to low levels of engagement. The lack of assistance from supervisors and poor communication, according to the employees, left them unclear about their jobs and responsibilities (Al Amri, 2021). Thirdly, it was shown that insufficient chances for training and growth were a key influence in the low levels of involvement. Employees felt underappreciated and lacked possibilities for professional advancement, according to poll data. According to the survey, Oman's construction firms should take action to address the highlighted problems in order to raise employee engagement levels. According to the survey, businesses may increase engagement by delivering job stability, attractive salary packages, and a supportive work environment. Companies may give employees chances for training and development to improve their knowledge and abilities, which will raise their sense of empowerment and job satisfaction (Al Mamari *et al.*, 2019). To guarantee that staff members feel supported and appreciated, as well as to increase engagement levels, effective leadership and communication practices may also be used.

The study paper explores how employee engagement levels are affected by Oman's evolving construction industry. It emphasises how crucial employee engagement is to establishing organisational success and advises construction companies to give it a top priority. According to the survey, businesses may boost employee engagement by streamlining managerial practices, offering sufficient opportunities for learning and growth, and fostering a positive work atmosphere (Santos *et al.*, 2022). These suggestions might help Omani construction companies influence decision-making and develop workable plans for increasing staff engagement levels. The research also emphasises the importance of employee engagement for companies to meet their strategic objectives and enhance organisational performance. As a consequence of their increased productivity, motivation, and dedication to their jobs, engaged workers provide better customer service and boost an organisation's bottom line. According to the survey, in order to increase staff retention rates and maintain the sustainability of the organisation, construction companies in Oman should establish long-term engagement plans that prioritise employee growth and career advancement.

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