

Innovative Employee Engagement Strategies and Actions: A Comparative Study of Pre-Pandemic and Pandemic Periods

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Abstract

The complex relationship between worker productivity and engagement in organizational settings is examined in this study. The emotional, mental, and physical commitment that workers make to their jobs is known as employee engagement, and it has become clear that this is a crucial component of what makes a business successful. The purpose of this study is to ascertain the primary engagement drivers that have the greatest impact on productivity, examine the effects of differing employee engagement levels on both individual and team productivity, and assess the efficacy of various engagement tactics in raising productivity.

This research investigates how employee engagement tactics changed between the pre-pandemic and pandemic periods. By using a comparative study, we are able to pinpoint significant changes in strategies and how well they work to promote worker motivation, contentment, and output. We used surveys, questionnaires to collect data from a variety of industries using a mixed-methods approach. The majority of pre-pandemic tactics were in-person endeavours, such as workplace health campaigns, in-person gatherings, and team-building exercises. However, a quick shift to virtual engagement techniques was required due to the pandemic. The results of our study underscore the growing need on digital technologies, adaptable work schedules, and psychological assistance amidst the pandemic. We also investigate the effects of these tactics on worker morale and productivity, exposing both difficulties and fruitful modifications.

Through the use of mixed-methods research design, the study incorporates case studies, qualitative interviews, and productivity indicators with quantitative surveys. Measures of involvement will be assessed using surveys, and the results will be compared to targets for productivity, like hours worked, company revenue, and employee satisfaction. More detailed information about the subjective perceptions of engagement and its alleged effects on productivity will be obtained through interacting with managers and employees. In order to find best practices and effective tactics, case studies of businesses with high levels of engagement will also be evaluated.

According to preliminary research, there is a positive correlation between improved employee engagement and increased productivity. Key factors that influence this relationship include leadership quality, work

atmosphere, and recognition. Additionally, the study shows that companies with complete engagement strategies are substantially more productive than those without.

The present study adds to the expanding corpus of literature on employee engagement and provides pragmatic suggestions for establishments seeking to augment efficiency via enhanced engagement methodologies. Business executives, HR specialists, and legislators looking to promote a more engaged and effective staff will find the findings useful.

Keywords: Employee Engagement, Worker Productivity, Engagement Strategies

Introduction

Now a day's employee engagement become a wide ranging and predictable subject. Employee engagement is considered as a one of the important factors of production, it has very important role in predicting the factor of production.

Employee engagement is a work environment strategy that creates the ideal conditions for every employee to offer their very best effort each and every day. The foundation of effective employee engagement is a two-way commitment between a company and its members, as well as trust and integrity.

In order to improve positive emotional attachment, productivity, and overall business performance, innovative strategies and initiatives are used to engage employees.

Employee engagement is characterized by Business Dictionary as “an employee’s emotional connection to his or her employment company, which tends to impact his or her behaviors and level of effort in work-related tasks”.

Employee involvement is defined by Decision Wise as:

“An emotional condition where we feel enthusiastic, committed, and passionate about our work. As a result, we give all of our hearts, brain spirits and hands to the task we accomplish”.

The Maslow's Need Hierarchy Theory

Applying Maslow's Hierarchy of Needs pyramid to employee engagement in the workplace is known as the Maslow model.

The 1943 work "A Theory of Human Motivation" by Abraham Maslow introduced the Hierarchy of Needs. The pursuit of the following five basic needs, according to him, is what drives motivation:

- Physiological (food, water, warmth, rest),
- Safety (order, predictability, control),
- Love and belonging (positive relationships),
- Esteem (self-worth, accomplishment), and
- Self-actualization (personal growth, fulfilment).

Therefore, what effect does this have on employee engagement at work? Before workers can devote themselves entirely to their task, the Maslow model suggests that they must have their basic needs met.

Maslow's hierarchy of needs appears like this in the workplace:

- Physiological needs = Money
- Safety = Job security
- Love and belonging = Positive relationships with coworkers and managers
- Esteem = Meaningful work
- Self-actualization = Personal development opportunities

Literature Review

Dr. P Lakshmi Narayanamma, Dr. S Neelima & K Mounika- year 2022, EMPLOYEE “Engagement and Organisation Performance”

An organisational strategy called engagement aims to ensure that staff members are committed to the goals and values of their company, motivated to contribute to its success, and capable of enhancing their personal sense of security at the same time. Employee engagement is crucial to the success of any firm since it is linked to productivity, job satisfaction, and other factors. Engagement occurs when enough people are interested in carrying out their duties well and supporting the organization's goals. The primary goal of the study is to convey the viewpoints of researchers on the connection between employee engagement and organisational performance, as well as any gaps that leave room for future study.

Drik De Celrcq year-2022, Let's work together, especially in the covid pandemic- finding ways to encourage problem-focused voice behaviour among passionate employees.

By identifying a mediating role for their efforts to promote work-related goal congruence and a moderating role for their perceptions of pandemic threats to the organisation, this study aims to understand the relationship between employees' passion for their jobs and their engagement in problem-focused voice behaviour.

Samuel Essien Okon – year 2022, Emotional intelligence and work engagement: a serial mediation model.

Results in work and in other areas depend greatly on emotional intelligence (EI). When examining employees' EI, there are gaps in the roles of the contextual element (i.e., perceived organisational support, POS) and the individual resource (i.e., psychological capital, PsyCap). The conservation of resources theory and the cognitive-motivational-reactional theory of emotions are both used in this study to examine the sequential explanatory routes between EI and work engagement.

Alan M Saks – year 2022, Organization engagement: a review and comparison to job engagement.

Over the past ten years, there has been a lot of research done on employee engagement. However, job or work involvement has been the focus of the majority of study. Organizational engagement, which is a separate but connected goal of employee engagement, has received far less attention. In this essay, we examine the literature on organisational engagement, describing its measurement, its causes and effects, and how it differs from job engagement.

Identifying the functions of staff competence, adaptability, and proactivity can help improve internal service (2022)

142 professional employees were assessed by managers on their knowledge, flexibility, and initiative. About six weeks later, two to three internal customers assessed each employee on four aspects of internal service: dependability (i.e., performing consistently and accurately), assurance (i.e., knowledge, courtesy, and the capacity to inspire trust and confidence), responsiveness (i.e., willingness to assist customers and provide prompt service), and empathy (i.e. caring and providing individualised attention).

Mohammad Nazri and Muhammad Zia Aslam –year 2022, Interpersonal leadership and job engagement: testing the mediating role of deep acting, initiative climate and learning goal orientation.

It is unclear how to generate an engaged workforce, despite the fact that employee job engagement has been one of the few organisational concepts to gain widespread adoption during the past 20 years. This study sought to further the field of job engagement by examining the relative significance of deep acting

emotional labour skills, initiative climate, and learning goal orientation as intervention mechanisms in fostering job engagement.

Research Design

Introduction Of Research

Employee engagement is a quantifiable measure of how emotionally attached a worker is to their organization, co-workers, and job, and it has a significant impact on how willing they are to learn and perform at work. Engagement thus differs significantly from organizational culture, employee drive, and employee satisfaction. This is being done to have a better knowledge of employee engagement in various company or industry.

Problem of the Statement

Employee engagement is an essential factor of any organization development. In the present scenario employees face lot of inconvenience in working environment. After pandemic period the situation still has become worse. Thus, in this study, an effort has been made to comprehend the actual needs for employee engagement.

Need Of Study

Every organization needs successful employee engagement initiatives because they improve work environments, lower staff attrition, boost productivity, encourage good working relationships with clients, and have a positive influence on bottom lines.

Objectives

Understanding the importance of employee involvement and, if necessary, making suggestions for improvement are the goals. The main focus is on:

A. To know innovative strategies focused on their employees to keep them engaged towards work and increase productivity.

- Boost employer-employee relationship
- Offering rewards
- Increase employee satisfaction
- Celebrations and have fun

B. To know the different engagement action used during pandemic

- Build strong communication with your employee.
- Providing better salary as per previous plan.
- Providing safety and security to the employees and workers.
- Encouraging the production level

Scope Of Study

The process of establishing an environment in the workplace where workers feel most qualified to carry out their duties to a high standard is known as employee engagement.

Research Methodology

This study uses the investigation method and mostly consists of qualitative and quantitative data. It includes the following:

- Private discussion
- Analysing data and using hypotheses

The study will put a lot of emphasis on gathering, interpreting, and analysing data.

Data Source

Two sources of information will be used:

- Basic information
- Secondary Data

Hypothesis:

Null Hypothesis: There is no considerable connection between employee engagement and employee job satisfaction.

Alternative Hypothesis: There is a considerable connection between work satisfaction and employee engagement

Research Tools:

There will be a survey administered, and each question will receive a score. Scores will be awarded to several categories, and an analysis will be done by category. Each parameter will be compared to the others, and the mean of the weighted average of each parameter will be determined.

For the purpose of illustrating the analysis, percentages, bar graphs, histograms, and pie charts will be used.

Limitation:

This study has some drawbacks, including:

- Time limits
- Inadequate data gathering
- Lack of interest on the part of the employee in speaking with the researcher because there is no benefit to them
- Lack of confidence that the sample represents the full population
- Accurate data analysis.

Analysis and Interpretation

One of the study's most crucial concepts is data analysis. I focused more on traditional methods of data collection in this study.

1. Questionnaire

2. Observation

The process of giving meaning to the information that has been gathered and determining the conclusions, significance, and consequences of the findings is known as data analysis and interpretation.

Analysis refers to detailed examination of collected data or information. To identify the characteristics of specific data.

A. To know innovative strategies focused on their employees to keep them engaged towards work and increase productivity

- Boost employer – employee relationship

1. Manager give mutual respect to the employees and workers at the workplace?

Table 1: Manager giving mutual respect to the employees and workers in the company/industry.

Particulars	Responder	Percent
Strongly agree	96	48

Agree	80	40
Neutral	24	12
Disagree	0	0
Strongly disagree	0	0
Total	200	100

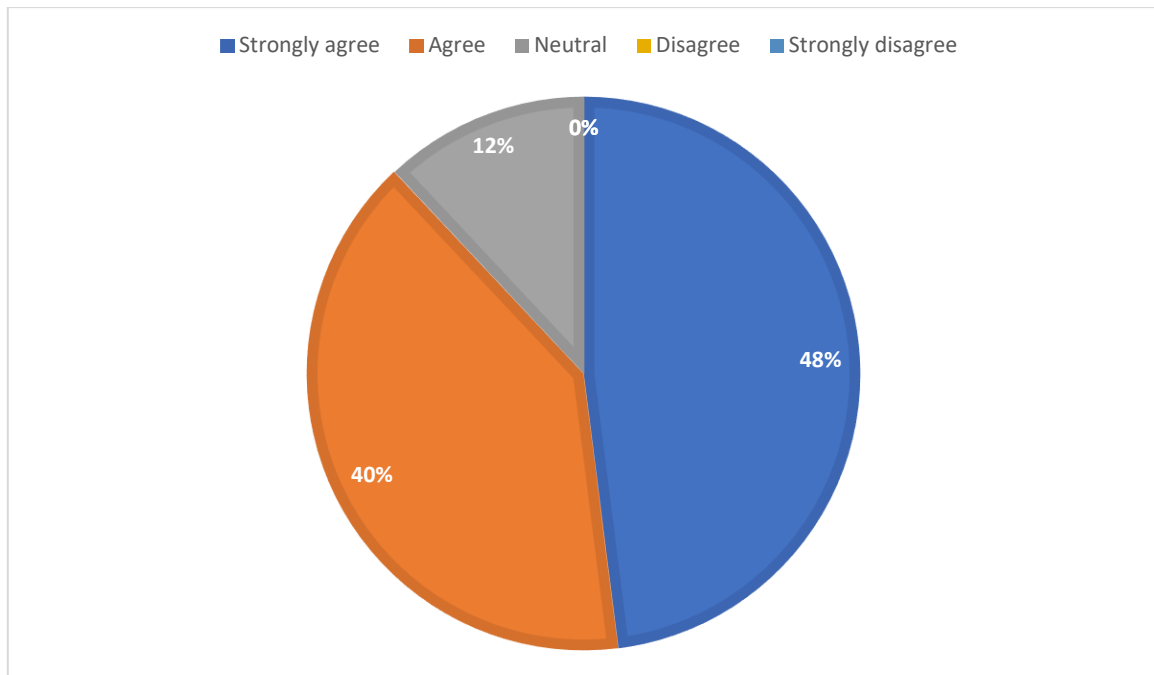


Figure 1: Mutual respect towards workers or employees.

Interpretation: This chart indicates that the manager treats every person in the industry with respect. No employee or worker is given preferential treatment; everyone is treated equally. The majority of respondents in this chart strongly agree with the question. Very few people give a neutral response. When a manager treats every employee equally, employees feel at ease in the workplace and are more likely to give their all at work. Additionally, employees respect their managers or employers in return.

2. How was the Employer- Employee relationship in the organization?

Table 2: Employer-Employee relationship

Particular	Responder	Percent
Excellent	112	56
Very good	52	26
Good	20	10
Average	16	8
Poor	0	0
Total	200	100

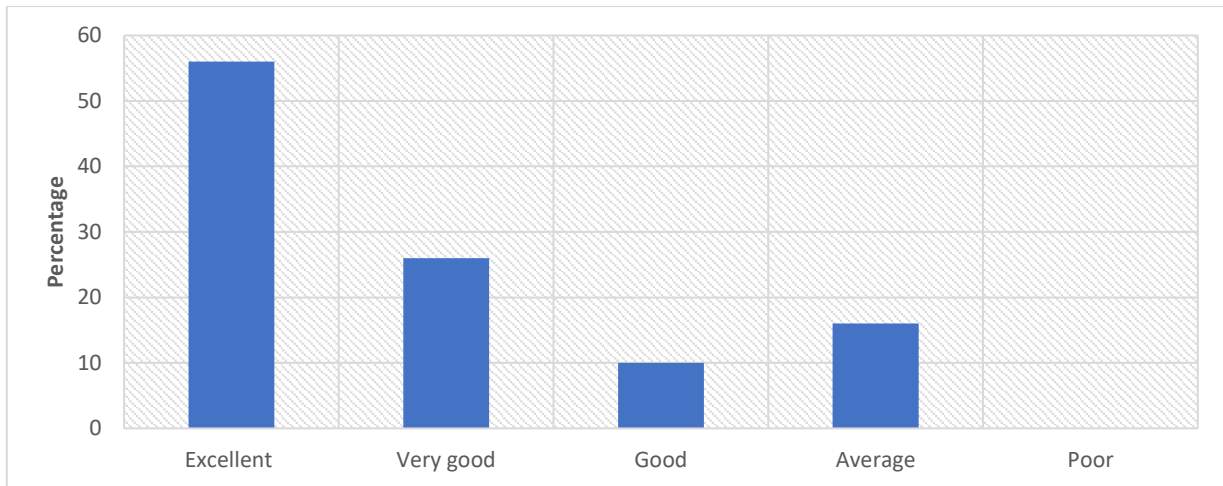


Figure 2: Employer- employee relationship in the industry

Interpretation: The industry evidently maintains a positive rapport between employers and workers, fostering a friendly relationship. More experienced workers tend to have particularly strong connections in the workplace. However, newly joined employees and workers feel they have less interaction with the employer, leading them to perceive the relationship as average. It is crucial for every organization to cultivate strong relationships with both employers and co-workers.

3. Do you agree that you have better supervision and leadership?

Table 3: Based on the Supervision and Leadership

Particular	Responder	Percent
Strongly agree	108	54
Agree	60	30
Neutral	32	16
Disagree	0	0
Strongly disagree	0	0
Total	200	100

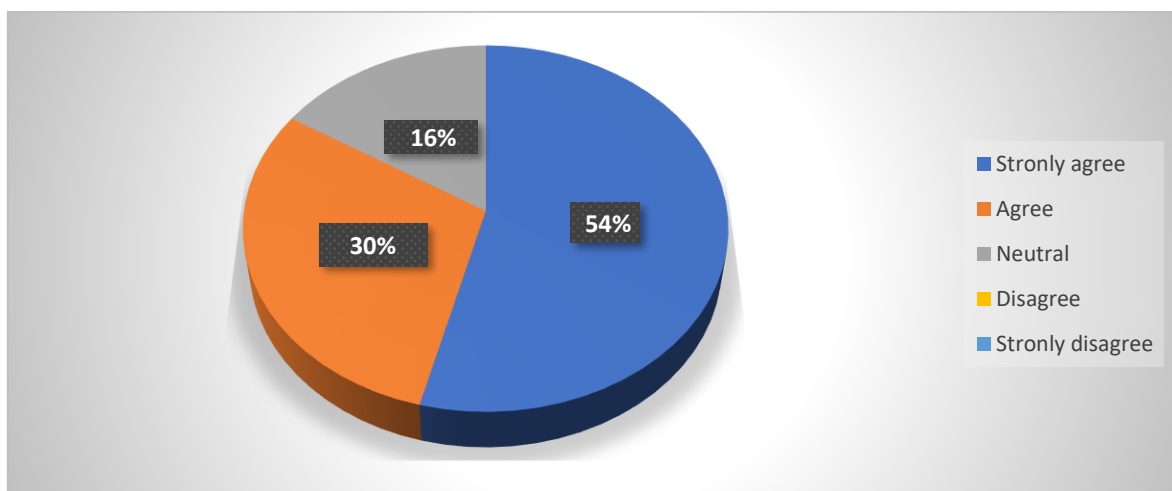


Figure 3: Supervision and Leadership in the Industry

Interpretation: Based on the figure, it can be inferred that employees and workers receive effective supervision and leadership in the workplace, leading to increased motivation and productivity. Some

survey participants indicated a neutral stance on supervision and leadership, suggesting that their perceptions vary. The lack of responses indicating disagreement or strong disagreement suggests that workers generally experience good and effective supervision and leadership in the workplace.

- **Offering rewards**

4. What encouraging you to fully engage in the work?

Table 4: Various factors that encouraging the workers to fully engage in the work.

Particular	Respondents	Percentage
Working environment	20	10
Friendly co-worker and manager	80	40
Productivity	32	16
Offering rewards and bonus	8	4
Good working hours	60	30
Total	200	100

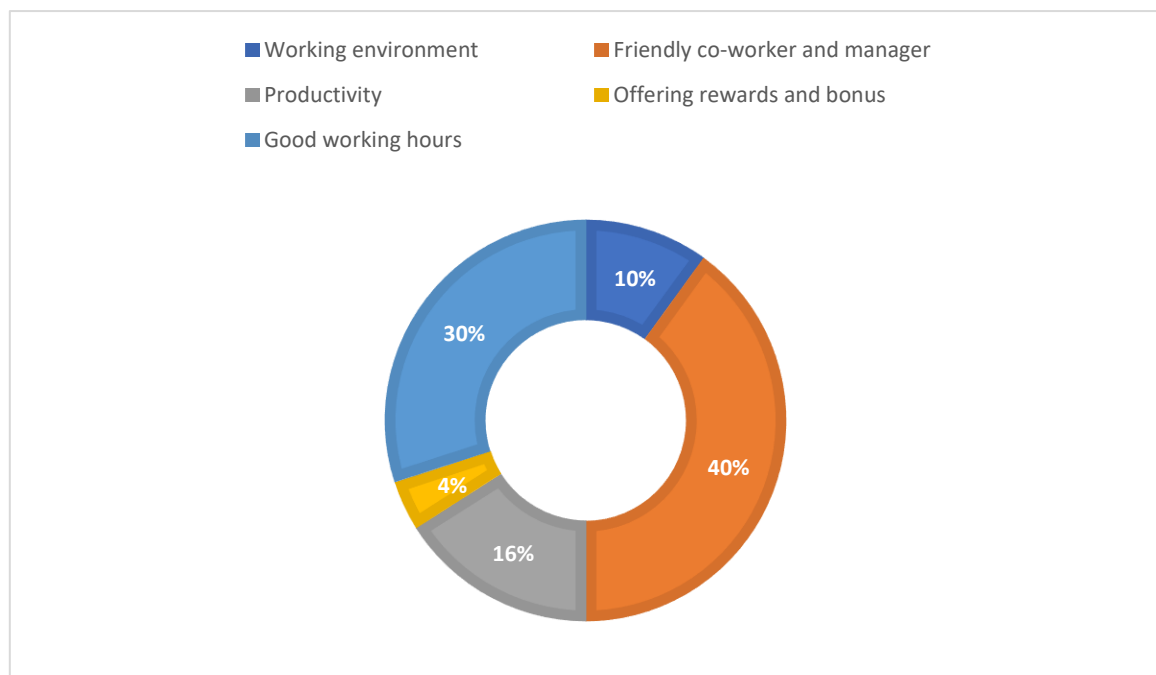


Figure 4: Various factors that encouraging the workers to fully engage in the work.

Interpretation: Many employees and workers believe that having friendly co-workers and managers is a key factor that motivates them to fully engage in their work. When there is good rapport between workers and employers, satisfaction with other aspects of the job increases. Additionally, a positive work environment plays a significant role in fostering full engagement in work. Workers are more likely to be engaged when they feel comfortable in their work environment and are less inclined to seek other job opportunities. Different individuals have varying reasons for fully engaging in their work, based on their own perceptions.

5. Do you get bonus in your Industry/Company?

Table 5: Bonus facilities provided by the industry

Particular	Responder	Percent
Yes	144	72
No	56	28
Total	200	100

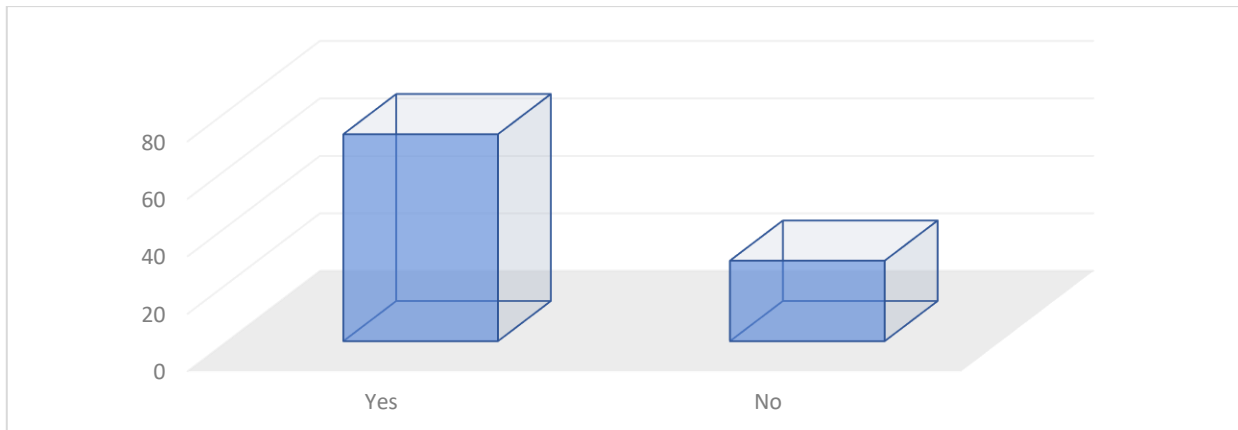


Figure 5: Bonus facilities provided in the industry

Interpretation: According to the diagram, employees and workers will receive a bonus. Consequently, the majority of respondents confirm that they provide bonuses during periods of high returns, enabling employees and workers to be fully committed to their work.

6. Did they provide any festival offers to the employees?

Table 6: Festival offers providing to the employees and workers.

Particular	Responder	Percent
Yes	126	63
No	74	37
Total	200	100

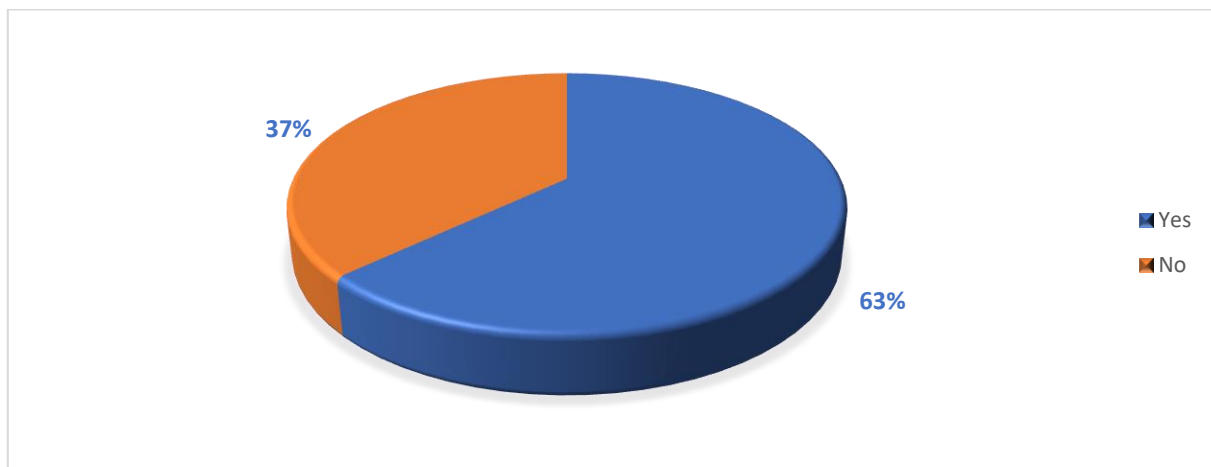


Figure 6: Providing offers to the employee at the time of festival

Interpretation: The data presented in this table indicates that the majority of employees in the company/

company/industry receive a festival bonus. Some employees, particularly those who are newly hired, may not be familiar with this practice. The festival bonus is primarily given during the occasions of 'Ayudha Pooja' and 'Deepawali'.

- **Increase employee satisfaction**

7. Do you satisfy with your working hours?

Table 7: Employee satisfaction towards working hours.

Particulars	Responder	Percent
Very satisfied	132	66
Satisfied	40	20
Neutral	10	5
Less satisfied	18	9
Dissatisfied	0	0
Total	200	100

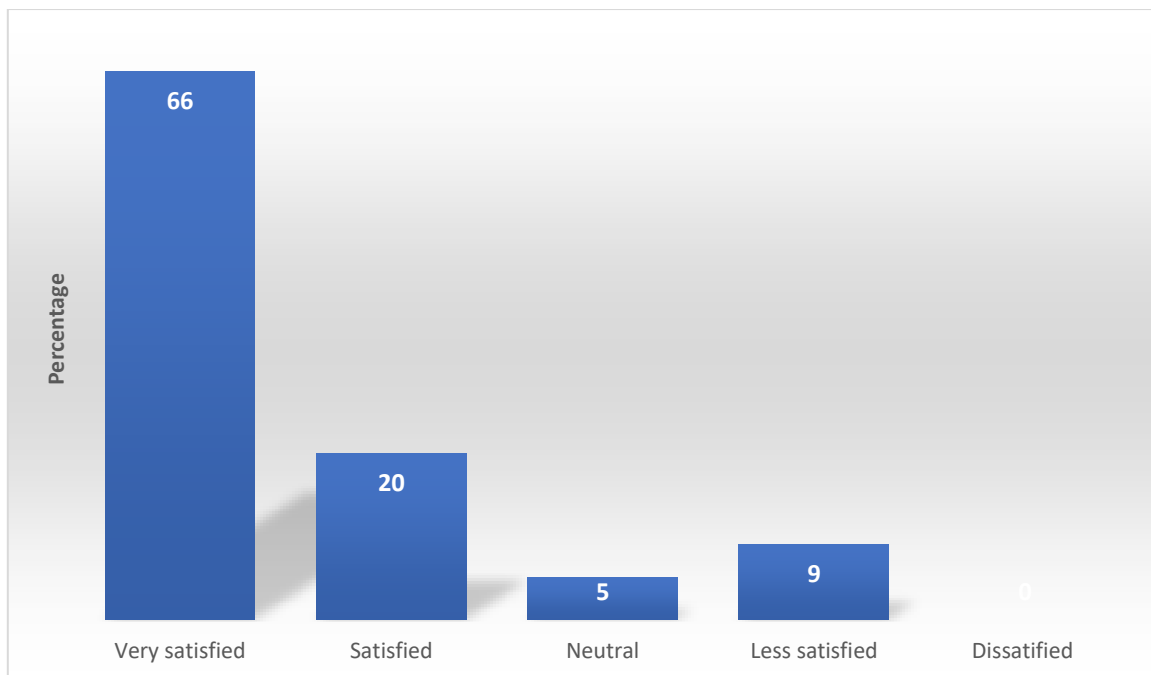


Figure 7: Employee satisfaction towards working hours.

Interpretation: The chart indicates that the majority of employees and workers are highly content with their working hours. The working hours at this company/industry are suitable for all employees and workers. None of the survey participants are unhappy with the working hours adhered to in the industry. Typically, work commences at 9 am, there is a lunch break from 1-2 pm, and work concludes at 5 pm. This schedule applies for 6 working days, and the working hours are well-received by all employees and workers.

8. Have you satisfied with the facilities you're having within the industry/Company?

Table 8: Workers satisfaction towards facilities available within the industry.

Particular	Respondents	Percentages
Highly satisfied	116	58
Satisfied	60	30
Neutral	16	8
Less satisfied	6	3
Dissatisfied	2	1
Total	200	100

SL.NO	OV	EV	O - E	(O - E) 2	(O - E) 2 / E
1	116	40	76	5776	144.4
2	60	40	20	400	10
3	16	40	-24	576	14.4
4	6	40	-34	1156	28.9
5	2	40	-38	1444	36.1
Total	200	200			233.8

H1=H0

$200/5=40$ (Anticipated value)

O - E=76

(O-E) 2=5776

(O - E) 2 / E=144.4

R- K 5 - 1 = 4

0.05 is a significant level

9.488 is Value of the Table

H0: Employee engagement and work satisfaction do not significantly relate to one another.

H1: There is a considerable connection between work satisfaction and employee engagement.

Calculated value= 233.8

The Degree of freedom is $5-1=4$

0.05 is the level of significant

9.488 is Value of the Table

As a result, the predicted value of 233.8 is greater than the chai-square's 5 percent level of significance, which is 9.488. it shows that there is a substantial association between employee engagement and work satisfaction since it is highly significant and the null hypothesis is rejected at the 5% level of significance.

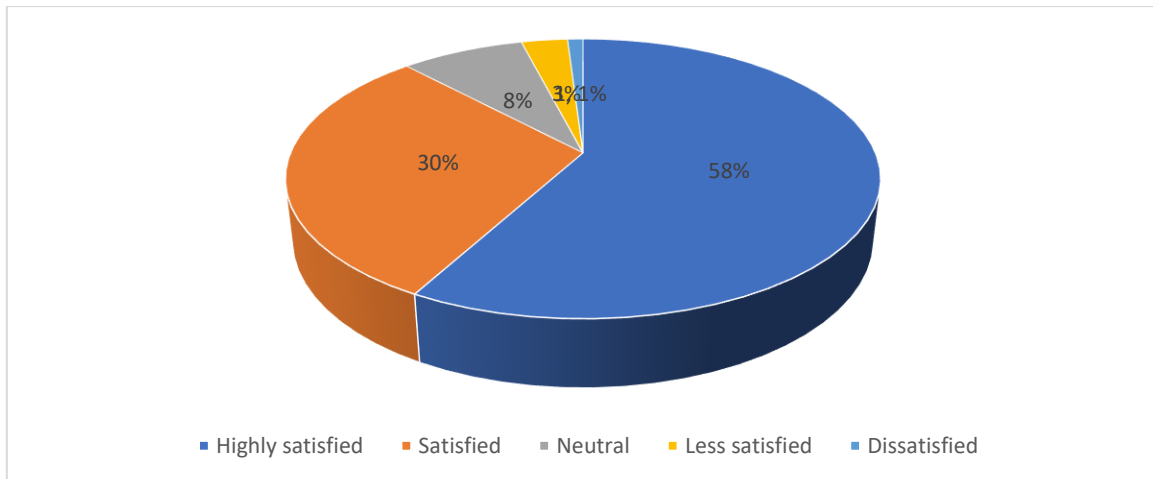


Figure 8: Workers satisfaction towards the facilities available in the industry.

Interpretation: The chart indicates that the majority of employees and workers are highly content with their working hours. The working hours at this company/industry are suitable for all employees and workers. None of the survey participants are unhappy with the working hours adhered to in the industry. Typically, work commences at 9 am, there is a lunch break from 1-2 pm, and work concludes at 5 pm. This schedule applies for 6 working days, and the working hours are well-received by all employees and workers.

9. How you feel about the co-worker?

Table 9: Feeling about the co-worker.

Particular	Respondents	Percentage
Excellent	32	16
Very good	52	26
Good	80	40
Average	36	18
Poor	0	0
Total	200	100

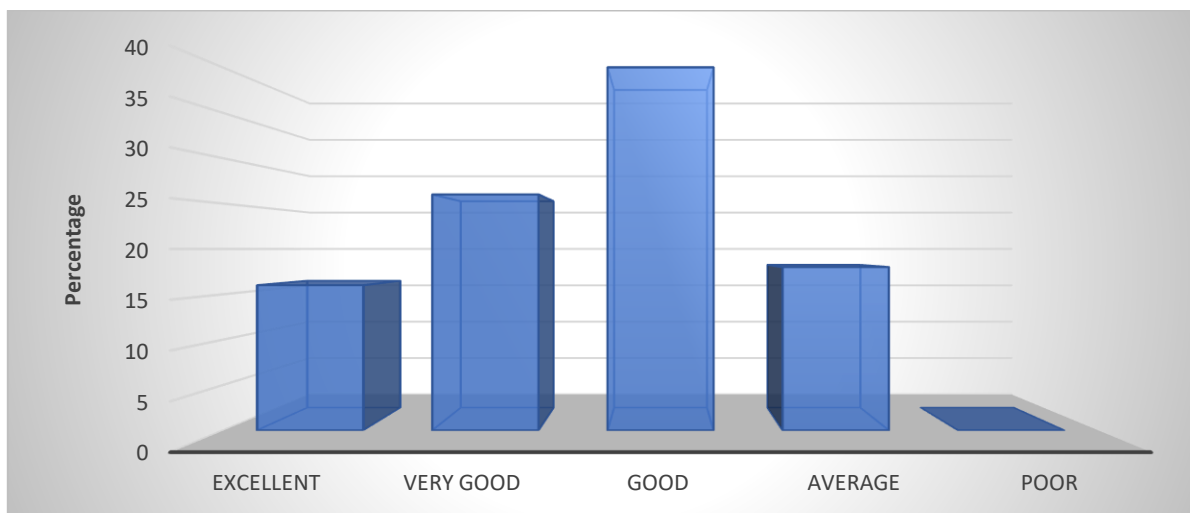


Figure 9: Employee feelings towards the co-workers

Interpretation: The majority of employees indicated that they have positive interactions with their co-workers. Based on the findings, there is a general atmosphere of friendliness among employees and a willingness to help each other throughout their tasks. Staff members who have been part of the company for an extended period typically have outstanding or very good relationships within the organization. On the other hand, employees who focus solely on their own responsibilities tend to have average relationships with their co-workers, as they primarily focus on their individual tasks.

Maintaining positive relationships with co-workers is crucial as it ensures that support is readily available and helps individuals navigate challenges. This sense of camaraderie also enhances productivity and reduces the likelihood of errors. When employees have strong connections within the organization, they are better able to fully engage in their work.

10. Celebration or event to be conducted to reduce the work stress?

Table 10: Celebration or event to reduce the work stress.

Particular	Respondents	Percentages
Yes	190	95
No	10	5
Total	200	100

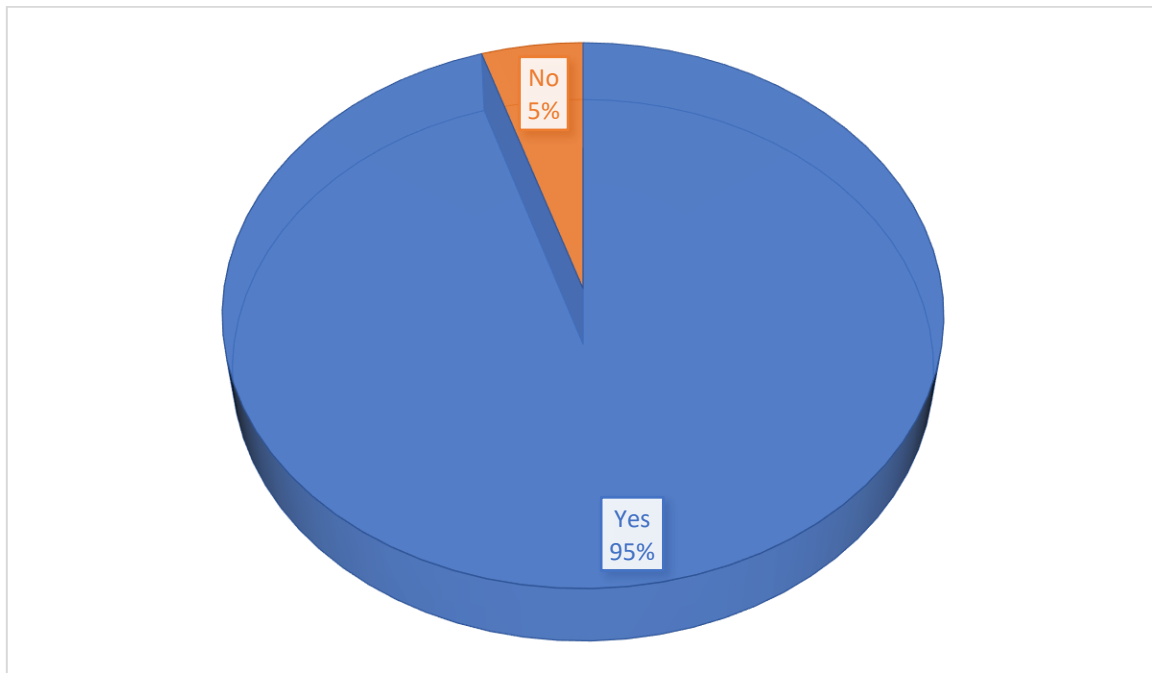


Figure 10: Celebration or event in the industry.

Interpretation: The data in this pie chart illustrates that the industry arranges events and festivities as a way to alleviate stress in the workplace. Every participant indicated that these activities are regularly held. The main focus of these celebrations is on Ayudha Pooja and commemorating the introduction of new equipment with special events. Moreover, they also observe significant occasions, which contributes to creating a positive atmosphere in the workplace. These events and celebrations play a crucial role in helping employees manage stress and improve their overall happiness while at work.

B. To know the different engagement action used during pandemic

- Build strong communication with your employee

11. How organization care about employee well-being and performance at the time of pandemic.

Table 11: Employee well-being and performance at the time of pandemic

Particulars	Respondents	Percentage
Yes always	60	30
Sometimes	102	51
Very less time	30	15
Never	0	0
No opinion	8	4
Total	200	100

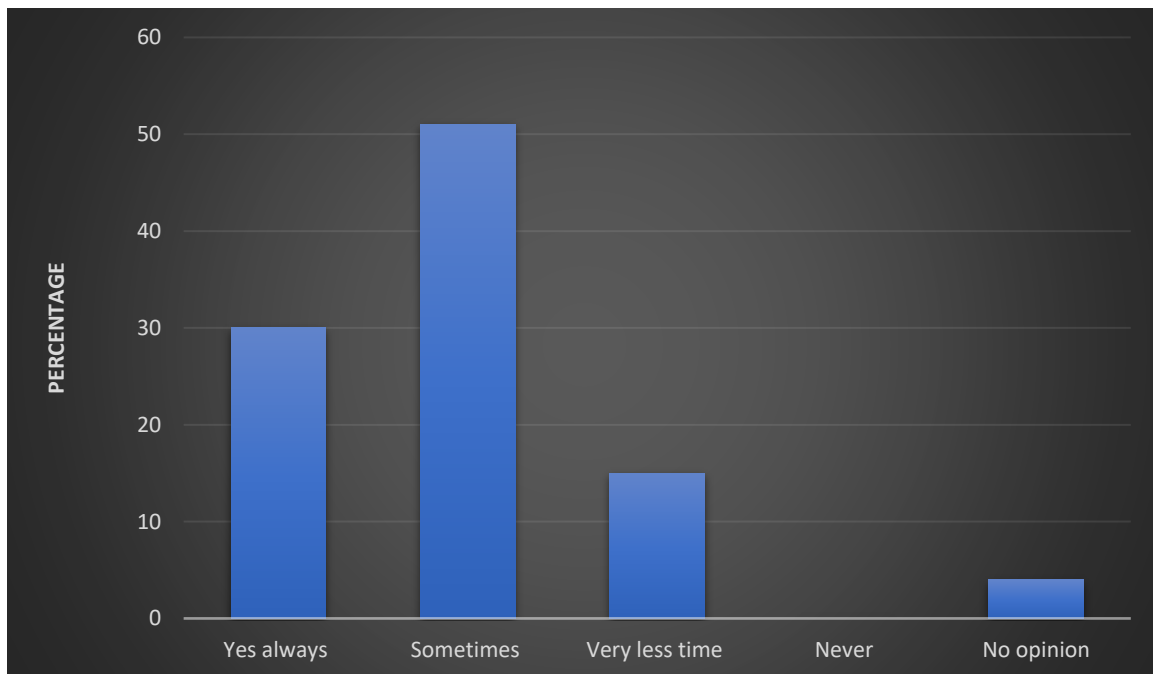


Figure 11: Demonstrates how an organization cares about the performance and well-being of its employees during a pandemic.

Interpretation: Analysis: The data presented in the table indicates that the organization prioritizes the performance and well-being of its employees. Safety measures have been implemented for the workers, resulting in a typical response from the majority of employees. Specifically, 51% of the 200 respondents indicated that the company occasionally demonstrates concern for the performance and well-being of its employees.

12. Did you share your work from home experience with your manager?

Table 12: Whether worker shared their work from home experience with your manager.

Particulars	Respondents	Percentage
Always	90	45
Sometimes	24	12
Very less time	74	37

Never	10	5
No opinion	2	1
Total	200	100

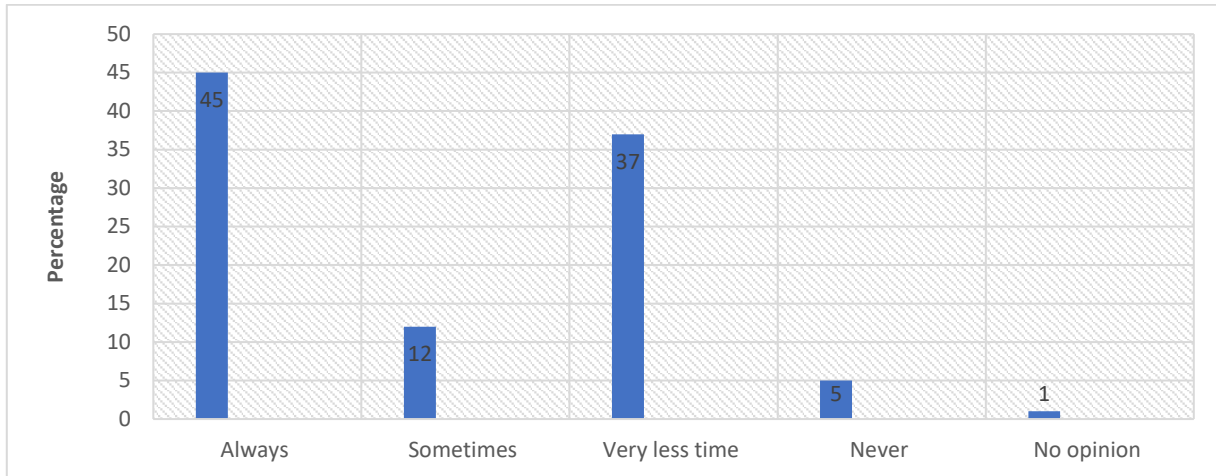


Figure 12: Employees and workers shared their work from home experience to their manager.

Interpretation: Roughly 50% of the staff show high levels of engagement and consistently keep their managers informed about their experiences working from home. This group likely benefits from a strong support system, regular feedback, and open communication, which indicates that they feel comfortable and see value in updating their supervisors about their work-from-home situations.

13. Whether your opinions are considered while making decision?

Table 13: Whether the company/industry consider the opinion of the workers while making the decision.

Particular	Responder	Percent
Yes	138	69
No	68	34
Total	200	100

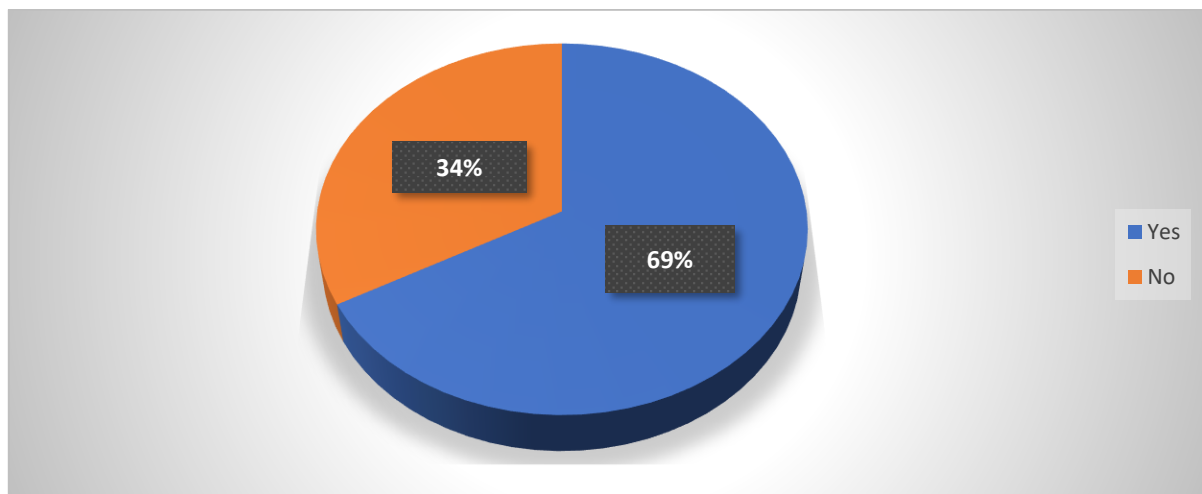


Figure 13: Whether the company/industry take the opinion of the worker while making the decision.

Interpretation: Based on this chart, it's evident that not everyone's input is taken into consideration when decisions are made in the industry. It's possible that input is sought from higher authorities. Among 200 respondents, 68 indicated that their opinions are not taken into account.

- **Encourage the production level.**

14. In which working environment a company/industry can increase the productivity and revenue.

Table 14: Mode to increase the productivity and company revenue.

Particulars	Respondents	Percentage
Work from home	88	44
Working in industry/company	112	56
Total	200	100

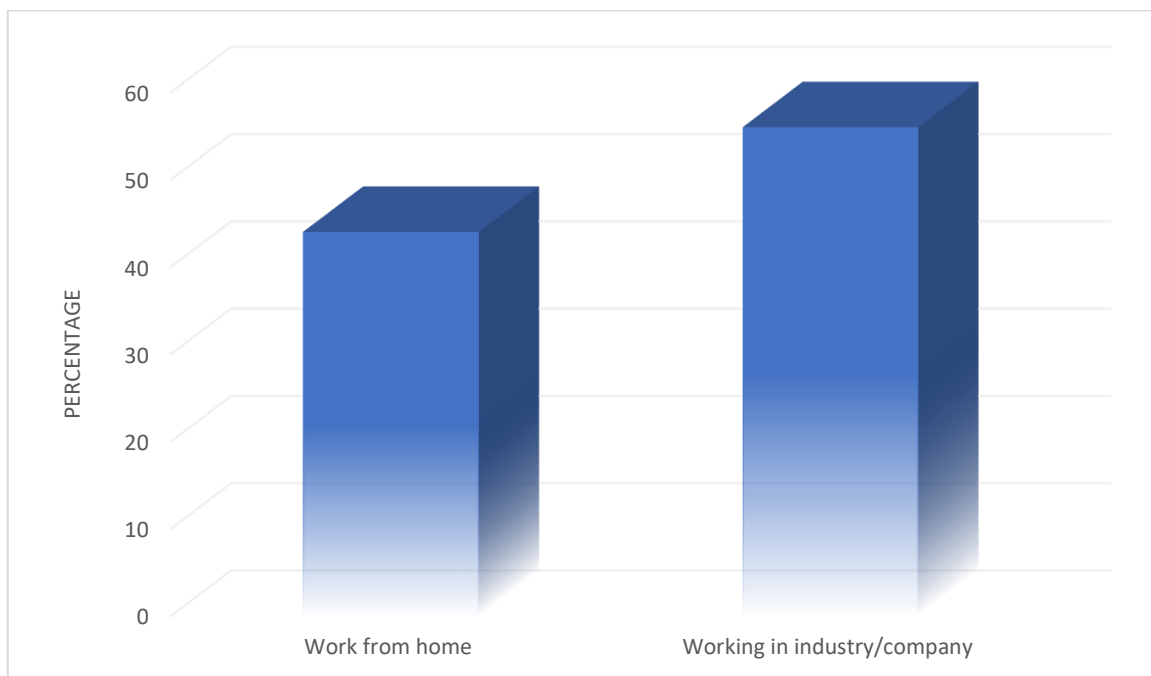


Figure 14: Mode to increase the productivity and company revenue.

Interpretation: Most of the participants believe that being employed in the industry can enhance productivity and boost company revenue. They argue that revenue and productivity won't increase by sitting at home, and that working more on production is necessary for revenue growth.

15. How frequently your engaged with work in the pandemic?

Table 15: Engagement of employee at the time of pandemic.

Particulars	Respondents	Percentage
Always	22	11
Sometimes	54	27
Very less time	80	40
Never	44	22
No opinion	0	0
Total	200	100

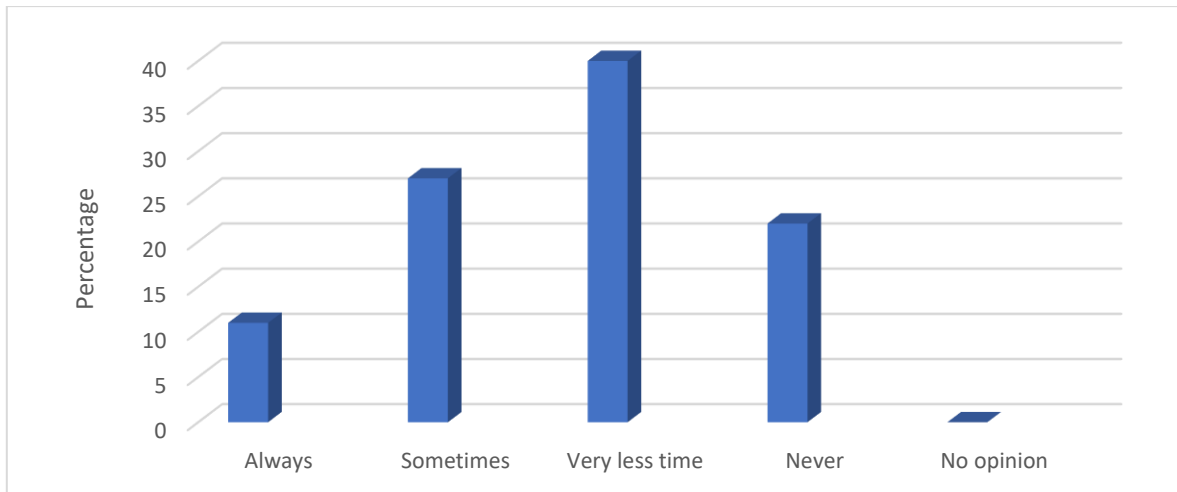


Figure 15: Engagement of employee at the time of pandemic

Interpretation: The comparison with the previous work environment reveals that employees are less engaged during the pandemic due to transportation challenges and potential health issues. The reduced workload during the pandemic has also contributed to decreased interest and engagement among workers and employees. This decreased engagement is a significant factor during the pandemic.

16. Do you agree that employee engagement increase the productivity?

Table 16: Employee engagement increase the productivity.

Particulars	Responder	Percent
Strongly agree	140	70
Agree	60	30
Neutral	0	0
Disagree	0	0
Strongly disagree	0	0
Total	200	100

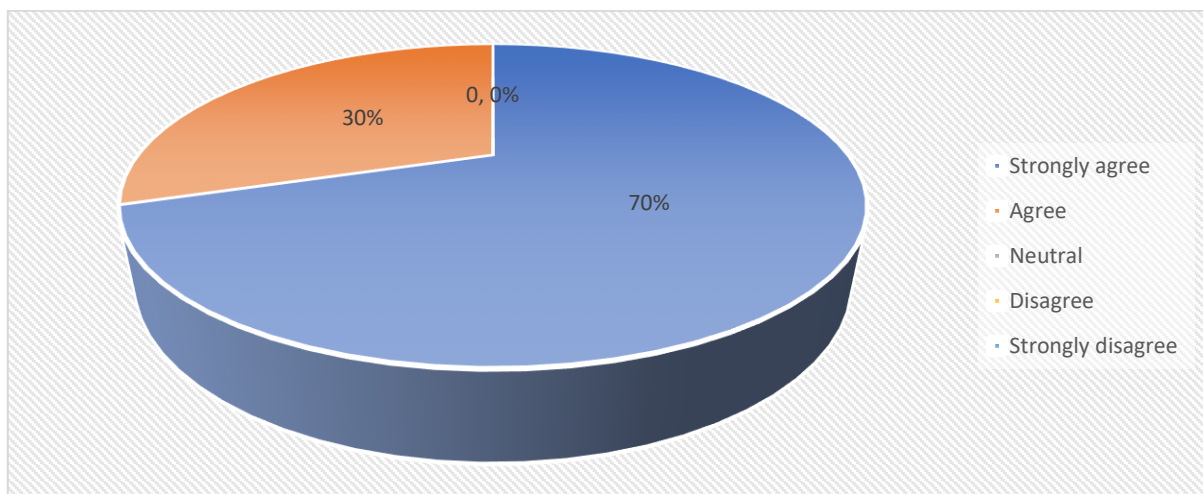


Figure 16: Employee engagement increases the productivity.

Interpretation: In this chart, every employee is in strong agreement that increased employee engagement leads to higher productivity. This is because when employees are fully engaged, they work with passion

rather than just for the sake of it. As a result, employees and workers have greater focus on their work and are more productive. If employees and workers are not engaged, there is a risk of product defects and increased production costs. Therefore, in every industry, individuals should focus more on their work and strive for greater work engagement.

- Providing safety and security to the employees and workers

17. How the employees are treated at the time of Covid-19 pandemic?

Table 17: Treating the employee at the time of covid-19 pandemic.

Particulars	Respondent	Percentage
Very Satisfied	20	10
Satisfied	80	40
Neutral	68	34
Less satisfied	24	12
Dissatisfied	8	4
Total	200	100

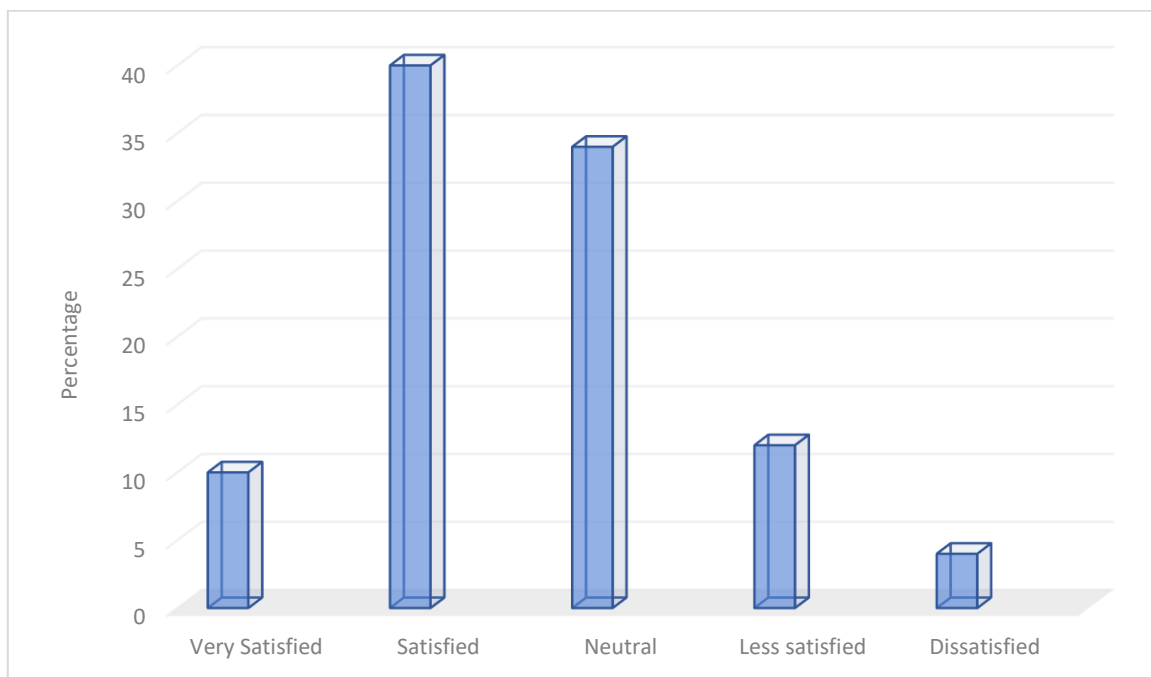


Figure 17: Treating of employee at the time of covid-19 pandemic.

Interpretation: The chart indicates that there have been no changes in the employee treatment, and it continues as before. Most of the workers are engaged with their work and employer. During the COVID-19 pandemic, the employees have been given safety precautions to ensure that their work is not affected.

- Providing better salary as per previous plan.

18. Did you get an increment at the time of pandemic?

Table 18: Increment in the salary at the time of pandemic.

Particulars	Responder	Percent
Yes	0	0

No	200	100
Total	200	100

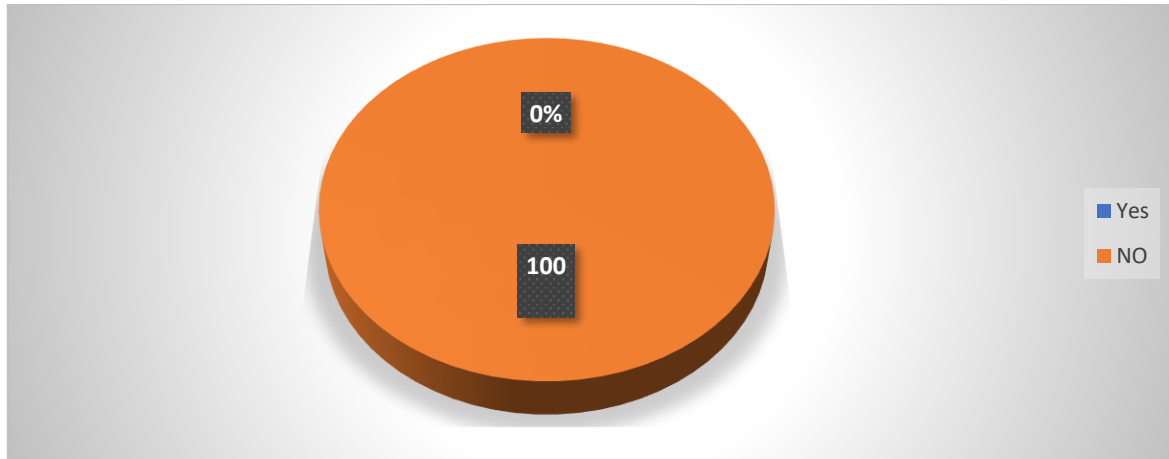


Figure 18: Increment in the salary at the time of pandemic.

Interpretation: At this time, the workers are reporting that there have been no salary raises during the pandemic. It's challenging to raise salaries because productivity hasn't increased, demand and supply have decreased, and customers have less purchasing power. This directly impacts company revenue and profit, leading to the decision not to increase salaries. However, this decision isn't having a major impact on employees or workers, as it's been accepted by everyone in the company.

19. Are you satisfied with the salary given at the time of pandemic?

Table 19: Satisfaction towards the salary at the time of pandemic.

Particular	Responder	Percent
Highly satisfied	0	0
Satisfied	37	18.5
Neutral	75	37.5
Less satisfied	63	31.5
Dissatisfied	25	12.5
Total	200	100

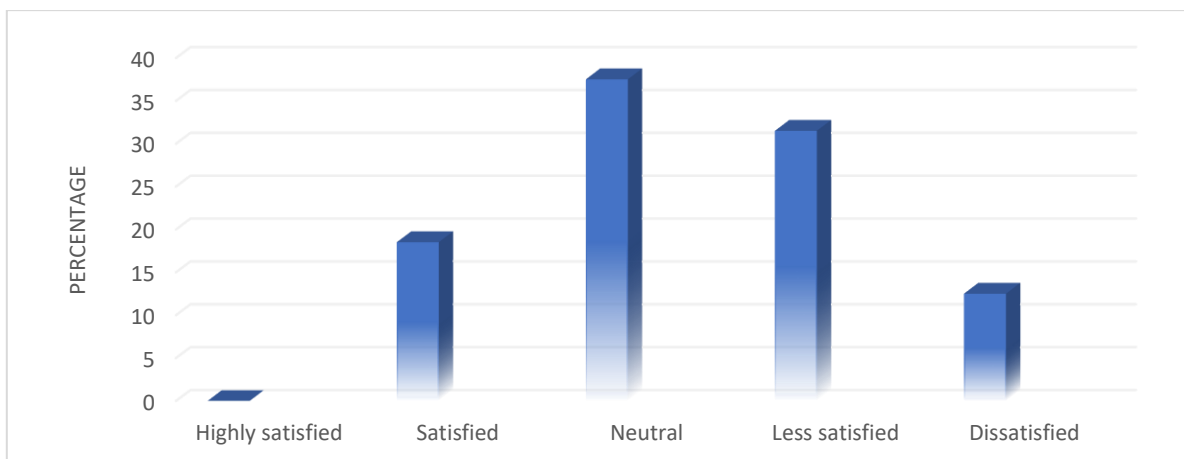


Figure 19: Satisfaction towards the salary given at the time of pandemic

Interpretation: During the pandemic, many employees are unsatisfied with their pay. Their dissatisfaction may be caused by delayed salaries, reduced pay, or decreased supply and production. It's important to acknowledge that during a pandemic, industries and organizations may not be able to pay the same as they did before.

20. Which work environment is good to fully engage in work?

Table 20: Environment fit to fully engage in the work.

Particulars	Respondents	Percentages
Work from home	75	37.5
Working in industry/company	125	62.5
Total	200	100

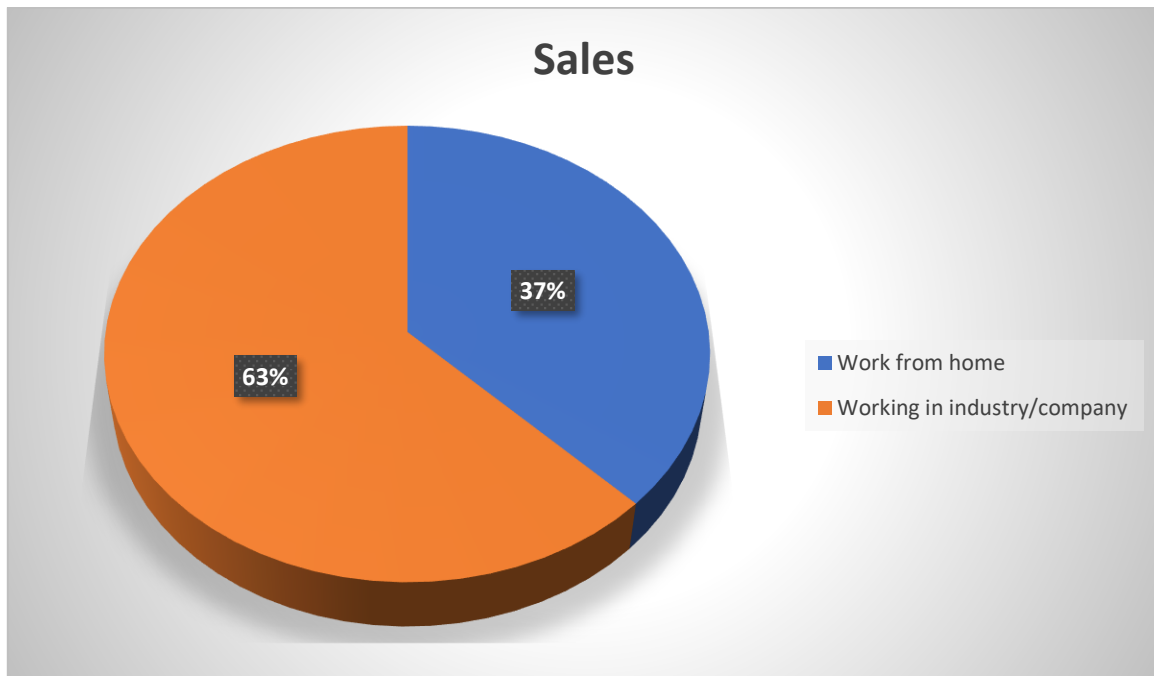


Figure 20: Environment fit to fully engage in the work.

Interpretation: The majority of workers believe that the work environment in the industry is conducive to full engagement in their tasks. This is particularly true for the manufacturing industry, where workers cannot work remotely and it is not feasible to operate machinery from home. Therefore, workers consider the industry work environment essential for being fully engaged in their work.

Conclusion

Employee Engagement involves the active participation of employees in their work. The way employees carry out their tasks significantly impacts their level of engagement. Effective Employee Engagement is essential for every organization or company to reach their objectives and to produce positive business outcomes. Regardless of its size, no industry or company can succeed without proper employee engagement. The success and advancement of every industry or company rely on employee engagement and their performance within the industry. To enhance engagement within the industry, employees require effective communication, strong leadership, and positive relationships with employers and co-workers. Employee engagement plays a crucial role in increasing productivity and company revenue.

The study's findings indicated that employee engagement in different companies and industries has been successful in all aspects. The study revealed that the industry has been more involved in every aspect. The questionnaire-based survey provided valuable insights into employee engagement.

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