

Employee Engagement and Project Management Success in Libyan Construction Industry

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Abstract— Today's issue is not only retaining talent, but truly engaging them, captivating their minds and hearts throughout their careers. In today's competitive environment, employee engagement is vital to business success. Employee engagement is a key aspect in business success. Engagement influences staff retention, productivity, and loyalty, as well as customer satisfaction, company reputation, and overall shareholder value. HR is increasingly being asked to set the agenda for employee engagement and commitment. The study focused on the Libyan construction authority to assess employee engagement and its impact on project management success. So, the researcher wanted to identify what personnel contributed to the organization's project management success. Because every country's culture is unique, no work has been done in Libya previously, thus this will be a new work in the research, and it will only cover the construction sector. Employee engagement is a complex notion influenced by numerous factors. While each organisation may define employee engagement differently, the secret to effective engagement is anchored in the approach that best suits each firm. The current study seeks to examine the role employee engagement plays in project management performance. The researcher studied many academics' works to comprehend employee engagement and project management success. The literature review chapter elaborated on the subject and the many aspects that effect employee engagement and project management success of the firm. Further for the aim of gathering the perspectives of the personnel in construction business, researcher will apply the survey strategy for the study. The study will examine the relationship between employee engagement and characteristics such as rewards and remuneration, workplace culture, knowledge management, learning capacity, and mentorship.

Keywords— Employee Engagement; Project Management; Success; Libya; Construction Industry.

I. INTRODUCTION

Employee engagement is a complex concept that is influenced by a variety of factors. As a result, no single "package" will work for all organisations. Employee engagement can be defined in a variety of ways by various organisations, but the most effective method for each company will be the one that best meets their own unique needs (Thakur. P 2020). According to Karatepe and Demir, employee engagement is a well-known topic in academic organisational behaviour research (2020). There is a scarcity of information on the potential stumbling blocks that pioneers may face when attempting to raise their employee engagement scores (Markos. S 2020). An investigation into the reasons why some employees are dissatisfied with their jobs is required. Human resource experts believe that the challenge of employee engagement is heavily

influenced by how employees perceive their role in the company and how they are treated. It has a lot to do with the emotions that are commonly associated with achieving an organization's primary goals. There will always be people who refuse to put forth their best efforts, despite HR and line supervisors' best efforts, but in general, employees must resolve to organisations because doing so fulfils an amazing and essential need in association with and contribution to something enormous (Bhawani. 2018).

Prior research has generally agreed that project managers have a significant impact on project success (Kerzner, 2013). As a result, previous researchers regarded the term "project manager" as one of the most important components in project management success (Loufrani-Fedida & Missonier, 2015). A well-trained and effective project manager not only increases the likelihood of project success, but also helps to ensure that the project management process is efficient (Meredith & Mantel, 2021). As a result, project-based businesses have always been concerned with selecting, training, and retaining project managers capable of successfully managing projects in accordance with the company's vision, goals, and strategy. As a result, these organisations now regard their managers as one of their most valuable resources. It's important to note that project managers' responsibilities can vary depending on a number of factors, including the type of project, stakeholder (whether public or private), and project orientation (whether interim or long-term) (Project Management Institute, 2021). The complexity of the project, as well as the management of resources, time, and money, are all affected as a result of these distinctions in the nature of the project. Project management refers to the project manager's approach to applying knowledge, skills, tools, and techniques to manage project activities with the ultimate goal of meeting project goals and stakeholders' expectations (Project Management Institute, 2021).

Deloitte (2020) reported that turnover in the construction industry was "nearly twice the average rate of all other sectors." The turnover rate in the construction industry is a constant source of concern, as it has increased at an alarming rate in recent years (Dusek et al., 2020). Employee engagement, according to Karatepe and Demir (2020), is common in practitioner research in academic organisational behaviour research. According to Datche and Mukulu (2018), transformational leadership is the only factor that can be used to measure employee engagement in Kenya. A previous study focused on one of the four independent variables that will be

studied in this study. As a result, this study will be conducted in Libya, with the independent variable being variables related to human resource practises in employee engagement and its impact on Libya's construction, i.e. CA. Previous research indicates that the construction industry in India is an important industry for measuring employee engagement (Gupta et al., 2018). Lee and Ok (2018), on the other hand, conducted a study in the United States that focused on the relationship between work engagement, employee self-assessment, and the organisational work environment.

Nasurdin and Choo (2020) discovered a link between service-oriented corporate citizenship behaviour and human resource management practises in Malaysia. Because the construction industry is a direct link between employee engagement and project management success in Libya, this study will focus on factors influencing employee engagement in the Libyan construction sector rather than specific human resource practises. Indeed, project management success necessitates the technical expertise and talents of project managers in order to manage the traditional project iron triangle in terms of time, quality, and cost in order to meet project management success objectives. These requirements provide the leadership required to succeed in a wide range of rapidly changing projects that meet the expectations of stakeholders in a global market who interact with an ever-increasing diversity of cultures (Sanchez, 2020).

Recognizing the importance of the project manager's role is critical for greater project management success (Kerzner, 2019). As a result, there has recently been a resurgence of interest in project managers' job responsibilities, skills, and qualifications, with a particular emphasis on project managers' role and their ability to ensure the success of project management initiatives (Sanchez, 2020). Interpersonal skills of a project manager are critical to the success of a company's or organization's project, and nowhere is this more true than in project management. As a result, project managers with strong leadership skills who use these skills to build a project management team and openly guide the team in order to meet project management requirements during implementation are critical (Garel, 2019). Examining how engaged employees are with their work can help improve project management success in the construction industry (CI).

II. LITERATURE REVIEW

Employee Engagement

Employers can use a variety of levers, such as pay and benefit packages, training, and the physical work environment, to keep their employees engaged, motivated, and happy (Armstrong, 2018). Rather than relying solely on salary increases and golden handcuffs, businesses can use reward to attract, retain, motivate, and engage their employees in a more effective and long-term manner. You can include perks like incentives, bonuses, and performance bonuses when you offer monetary compensation. Employees who exceed their employer's expectations are rewarded and recognised. A two-week paid vacation for two people, for example, could be a reward. Compensation management is one of the most difficult aspects of human resources, regardless of company size.

According to human resources experts, employees' contributions to the company should be recognised and rewarded with appropriate compensation and benefits.

Pay and other monetary settlements are no longer the primary means of rewarding employees for good behaviour. Instead, a variety of factors, such as increased role responsibility, autonomy, access to more interesting work, and other factors directly related to the employee's well-being, such as a cash bonus or health care benefit, can be considered as a reward for employees. A reward system is the most effective management tool in the world (Rehman, Khan & Lashari, 2020). If a company rewards a specific type of employee behaviour, whether positive or negative, it can expect to see more of it in the future (Nelson & Peter, 2015). Every organisation has a reward system in place. People, for example, respond positively to verbal praise, and praise delivered at the appropriate time can result in loyalty and affinity (Ngala & Odebero, 2019). According to a report published by the United Nations Development Program (UNDP) in 2018, reward and incentive systems are critical in developing capacities and translating developed capacities into improved motivation and engagement. According to the paper, management talent can be attracted to an organisation with a reward and engagement-based policy that includes some monetary component. Profit sharing plans, stock options, and recognition programmes are just a few examples of how these incentives can be given. According to Lusthaus (2020), profit sharing is a method of distributing a portion of a company's profits to its employees. Employees who contribute to the financial success of a company will be rewarded under this plan.

Employees who are engaged in their work and committed to their organisations provide a competitive advantage for a company. According to Vance, as a result, organisations of all sizes and types have made significant investments in policies and practises that encourage employee involvement and commitment (2018). There are some overlaps between the various definitions of engagement. Employees' sense of satisfaction and pride in their employer is influenced by a variety of factors, including the extent to which they believe their employer values what they have to offer. The more engaged an employee is, the more likely it is that he or she will "go the extra mile" and deliver excellent project management results on the job. As a result, engaged employees are more likely to stay with their current employer. Indeed, the level of engagement and commitment within an organisation can result in valuable business outcomes (Vance, 2018).

Employers are required by law to carry workers' compensation insurance. Benefits include compensation for lost wages and medical expenses. These are paid in part, typically two-thirds of the total compensation of the employee. In addition, the company should support a disability programme. As a result, additional disability benefits should be available. According to Donata (2011), some organisations should be eligible for social security disability benefits. You must have worked in a job that provided health and welfare benefits to be eligible. According to Wright (2020), these benefits can be classified into four categories: pension sick pay, life insurance, medical insurance, and loans; for example, a

company car, vacation time, sabbaticals, or other job-related perks; There are numerous family-friendly and social or "goodwill" or "lifestyle" benefits available, such as subsidised canteens, gym/sports facilities, and discounts on dry cleaning and dry cleaning services. He mentions, for example, that benefits can be voluntary, allowing employees to use them in accordance with their personal and financial circumstances. Employees who choose to purchase benefits such as childcare vouchers, a loan from the circle-to-work scheme, or life insurance typically have deductions made at the time of purchase. As a result, employees may be eligible for tax breaks. Some companies have restructured their project management success evaluation systems to focus on employee development in the future. The quality of one's work is taken into account during the promotion process. Employees who perform well are more likely to feel a sense of accomplishment and self-worth when they receive a non-monetary or monetary reward (Allen and Kilmann 2016).

Workplace Culture

Successful organisations, according to experts, are better able to adapt to change than those that fail. The key to successful change management begins with the people who comprise the organisation. A positive, engaged workforce can indeed "make or break" an organisation (Lockwood, 2017). During difficult times at work, employees and employers are frequently unable to maintain a strong relationship. Employee attitudes and a negative work environment can have a significant impact on the success of organisational change. At this time, a great deal of research has been conducted to address these issues. A great deal of research has gone into developing and sustaining an engaged workforce (e.g., Avey, Wernsing, & Luthans, 2018; Bakker & Schaufeli, 2018; Marchington & Kynighou, 2021). A positive workplace culture benefits an engaged workforce by encouraging its employees to succeed. To foster employee engagement, many aspects of a positive workplace culture are required. Positive working relationships, employee input in decision making, and support for growth and development through learning opportunities all contribute to increased employee engagement (Siriusetti 2021). Schaufeli and Baker (2020) investigated job demands and their relationship to engagement and discovered that a measure of job resources that included coworker support was a good predictor of involvement. Saks (2018) also discovered that organisational support predicted both types of engagement, with a significant difference between job engagement and organisational engagement. When it came to employee engagement, his research looked at both the causes and the effects.

This ingrained way of thinking and behaving is referred to as organisational culture, and it is shared by all employees of the organisation. New employees must learn and follow this policy before joining the company. This implies that culture is something that can be taught, shared, and passed down through generations. The values and norms of an organisation are expressed through a variety of symbols, language, and behaviour. Managers ensure that all employees understand the organization's culture and can perform at the same level by communicating the culture to all members of the organisation

(Denisson, 2018; James, 2020). A variety of aspects of work organisation reflect organisational culture. These dimensions include objective emphasis, reward orientation, task support, and social support (Peterson, 2015). Increased competition, globalisation, alliances, and work optimization have increased the need for organisational culture because employees are viewed as an organization's greatest and most valuable asset.

It has been studied in a variety of contexts to learn about the various ways in which organisational culture affects its members and the organisation as a whole. Fewer studies have focused on the relationship between employee attitudes and behaviour, and it has been difficult to establish a link between organisational culture and organisational effectiveness (Schneider, et al., 2021). Odom, Boxx, and Dunn (2020). Because people are a company's most valuable asset, it's critical to understand how workplace culture influences employee behaviour and attitudes. Employee perceptions of the workplace environment have been linked to a number of theories. One of these factors is workplace involvement. Employees who are involved in their jobs, like those who are engaged in their jobs, show an inner drive and dedication to their jobs (Hallberg & Schaufeli, 2018). Employees in Brown and Leigh reported increased job involvement and effort, as well as a greater commitment of time and energy to the organisation in response to a perceived safe, supportive, and meaningful environment (1996). Employees' sense of purpose, understanding of their job responsibilities, and perceptions of how difficult their work was improved as a result of assistance (Brown & Leigh, 1996). Thus, the context in which employees work appears to influence their attitudes and how they are connected to their work. Other researchers have also looked into concepts related to the workplace's cultural context.

Knowledge Management

The most common terms for knowledge management are "knowledge organisation" and "knowledge capture." Knowledge management is defined in the corporate world as having a knowledge base or a portal where specialised knowledge pertaining to the organisation is held. Individuals' ideas, beliefs, and values all contribute to the knowledge of an organisation, which can be used to gain a competitive advantage (Ducker, 2020). There are no unbreakable rules. As a result, it is difficult to transfer from one person to another (Nonaka, 1994). Sokhanvar, Matthews, and Yarlagaadda (2020) define knowledge management as a "systemic and organizationally specified process for acquiring, organising, and communicating both tacit and explicit knowledge of employees so that other employees may use it to be more effective and productive in their work." It is their conscientious efforts when management uses tools and approaches to create, acquire, refine, transfer, or share and utilise knowledge assets available to the company (Mazdeh & Hesamamiri, 2020).

According to Mulyaningsih et al., it is critical to use existing human capital/intellectual assets to generate, capture, organise, and share knowledge relevant to the organization's mission (2020). It provides the capability of the business structure (e.g., formal, informal), functions, and processes for the industry to thrive in this dynamic environment (Allen, 2021; Wu & Chen,

2020). An effective knowledge management strategy can improve practises, procedures, employee engagement and project achievement, reduce the learning curve for new staff and tasks, improve customer service, and reduce long-term costs (Garstenauer, Blackburn, & Olson, 2018). Employee involvement and commitment extend beyond the organisation to other bodies such as professional family, direct supervisor, religion, and so on. Commitment can take many forms, including organisational commitment and professional dedication. There is considerable disagreement about the nature of the relationship, as well as the compatibility or conflict between two types of commitment (Matthew Zjak, 2020: 194-171.) According to a study, employee job satisfaction has increased in organisations where employees share their knowledge and learn from one another (V.S. Muralidharan, 2018). Job satisfaction has been linked to increased employee engagement, lower absenteeism and turnover, successful project management, and increased productivity (R.M, Ryan, 1987). When a project is successful, the results motivate members of the organisation to participate physically, cognitively, and emotionally (W.A. Kahn, 2020). Furthermore, knowledge management provides employees with solutions to problems they encounter if those same problems have previously and successfully been dealt with. This fosters a positive working environment within the organisation (V.S. Muralidharan, 2018). A supportive work environment that meets their needs, such as providing them with the information and training they need to do their jobs well, is thought to have a strong influence on employee engagement (Ryan, 1987). As a result, knowledge management creates a welcoming work environment in which employees can choose their level of engagement.

Learning Capacity

One of the most important organisational resources is the ability to learn, change, innovate, and continuously improve. The ability of an individual (or an organisation) to recognise, absorb, and apply knowledge is referred to as learning capacity (Asiyai, 2021). It is essential for increasing operational efficiency, fostering innovation, and improving organisational agility (Adelowokan, 2021). A large part of this agility is determined by the level of innovation in training and development, value and support, and systems (Bontis & Serenko, 2019). Without learning, there is no capacity development. Learning is a process that allows people to gain knowledge and skills. Individual expectations of career success are influenced by the learning capacity provided, which in turn influences the individual's beliefs about his ability, ultimately leading to career decision and goal attainment, as well as high retention rates (Sosik et al., 2020). Organizational management must encourage learning by providing challenging assignments, inspiring the protégé by serving as a role model, coaching for vocational skills, developing the protégé's identity, assisting employees in setting career goals, and assisting them in achieving work-life balance (Scandura, 2017). It's important to remember that future educational needs may provide new opportunities for improving individual students' learning capacity (Bentley & Miller, 2020).

Because of the company's international nature, it is critical that employees stay current in order to provide an efficient and effective working environment (Newton, & Doonga, 2017). The knowledge economy and its employees are the primary drivers of rapid e-Training growth, while the company's primary weakness is a failure to align corporate business objectives with e-Training in order to track project management success and profitability. It's difficult to see how the rapid growth of corporate eLearning can be justified in the absence of adequate tools for assessing its quality. There has been a lot of discussion about the relationship between job satisfaction and organisational commitment. Job satisfaction and organisational commitment were found to be strongly related, according to their findings (Top & Gider, 2021). Employees who have received proper training have a higher organisational commitment and willingness to go the extra mile to support and accept group goals (Kuznia, 2018). Ozturan and Kutlu (2020) used regression analysis to investigate the impact of gender, age, work experience, education level, job level, and eLearning interactivity level on employee satisfaction with eLearning programmes. Regression analysis can be used to predict employee satisfaction, with job level having the greatest impact on employees' happiness. Employees who believed training was effective were more committed to their organisations than those who believed it was ineffective.

III. METHODOLOGY

The study is descriptive in nature, and it is based on secondary data that was gathered through a literature review of reputable sources such as construction industry journals and books, as well as proceedings, reports, and other online materials related to the construction industry, among other sources. The study was conducted in the United Kingdom. The debate is primarily concerned with the theoretical background and relevant literature, which are intended to provide light on the topic under consideration.

IV. DISCUSSION

Mentoring has long been regarded in management literature as a human resource development programme or a source of personal learning (Ghosh, R., 2021). (M.J. Lankau, 2020) When it comes to mentoring, it can be difficult to distinguish between terms like "advise," "counsel," and "teach." The unique feature of mentoring is to discuss the protégé's thoughts on future development as a result of the mentor-protégé relationship (Bozeman, B, 2018). Mentoring can be classified into three types: vocational support (Kram, 1985), psychosocial support (Kram, 1985), and role modelling (Kram, 1985). Mentoring teaches protégés the ins and outs of their jobs and prepares them for future advancement. The mentor provides the protégé with support, exposure, guidance, protection, and challenging tasks in order for the protégé to advance within the company (Kao, K. Y, 2020). First and foremost, psychosocial support improves the protégé's mental stability. During the mentorship process, the mentor develops empathy for the protégé's personal issues and establishes clarity about the protégé's ego. This psychosocial mentoring programme includes counselling, affirmation, and friendship based on trust (Shen, 2011).

According to the American Society for Training and Development (paywall), most Fortune 500 companies have formal mentoring programmes (ASTD). According to a survey conducted by Olivet Nazarene University, only 37 percent of workers claim to have a mentor, which isn't as impressive as it first appears. Furthermore, Johnson's research discovered that mentoring benefits businesses because employees who participate in the programme become better, more engaged performers as a result of the experience. These types of collaborations have numerous advantages because the mentors are all experts in their fields, rather than just one. Busy mentors are more likely to be available for these "one-and-done" activities. Because it spans the entire organisation rather than just one or two departments, it's also a great way to build networks and break down silos.

According to Joiner et al., mentoring programmes have a positive impact on employees' organisational commitment and lower turnover intentions (2020). Employees who were mentored were more committed to the company than those who were not, according to Ragins et al. (2000). The mentoring relationship had a positive effect on both the mentor and the mentee, according to Chun et al. (2021). Hartmann et al. (2021) discovered that mentoring has a positive effect on protégés' emotional and normative commitment to their organisations. According to the findings, South Korean businesses have implemented both coaching and mentoring programmes at the same time (Woo, H. 2018, Yang, I, 2018). Because of their emphasis on continuous, one-on-one interaction, mentoring and coaching have many similarities in the workplace. This study focuses on the potential for confusion and interaction between these two practises when an employee serves as both a coach-coachee and a mentor-protégé.

Rabiya S. and Srivasatava R.K. will investigate employee engagement and mentoring relationships in 2021. Organizations are looking for ways to encourage growth and knowledge expansion when it comes to creating a positive work environment. Mentoring programmes have played a significant role in this, allowing employees to plan their career advancement while also providing psychological support and a sense of stability. As part of the research, 170 Mumbai-based sales and marketing professionals were polled. Employee engagement was found to be higher in those who had a mentoring relationship than in those who did not. As a result, organisations that invest in a mentoring programme can anticipate a significant increase in employee engagement.

Organizations have long been interested in how their employees feel about their jobs, as well as how much time and effort they are willing to put in. According to researchers, high levels of employee engagement can lead to high levels of job project management success (Christian, Garza, & Slaughter, 2011; Kahn, 2020; Rich, Lepine, & Crawford, 2020). Employee engagement is a motivating concept that can be shared by everyone in the workplace. Motivational idea: Employee engagement is the active allocation of personal resources to a work role's task (Christian et al., 2011).

Employee engagement has been found to have a positive impact on project management success. Employee retention, productivity, and profit have all been found to have a positive

correlation with employee engagement and project management success outcomes. Employee engagement can influence organisational commitment, organisational citizenship behaviour (OCB), and an employee's intention to leave (Bhatnagar & Biswas, 2020). According to Kahn (2020), engagement is defined as "the simultaneous employment and expression of a person's preferred self in task behaviours that promote connections to work and to others, physical, cognitive, emotional, and active, full project management successes." Employee engagement is best described as a multidimensional motivational concept that reflects the concurrent investment of physical, cognitive, and emotional energy in active and full project management success. Employees who are engaged have a positive outlook on the organisation and its value. When employees are actively involved in their work, it is easier for an organisation to achieve its goals." (OCB) formalised "Individual behaviour that does not receive direct and explicit recognition through a formal reward system, which is what these types of actions usually fall under, is referred to as adolescent behaviour. OCB supports both employee project management success and organisational efficiency. The total value of an employee's project management success is used to calculate an employee's direct and indirect contribution to an organization's goals (Borman & Motowidlo, 1997).

Job project management success is comprised of two components: task project management success (or in-role project management success) and contextual project management success (or extra-role project management success). According to several researchers, including Rotundo and Sackett (2020) and Viswesvaran and Ones (2020), task project management success is not the only factor that contributes to overall job project management success (2000). (CWB). Various opposing forces have been linked to one another. Because of their strong negative correlation, these two concepts may be regarded as "opposites" (Bennet & Stamper, 2016; Organ & Paine, 1999). When the CWB is reduced, the OCB is increased. Despite the fact that Kahn (2020) did not explicitly state this relationship, theoretical research has linked employee engagement to job project management success. Employees who are engaged are not only physically committed to achieving their role-related objectives, but they are also cognitively alert and emotionally invested in the effort (Kahn, 2020; Ashforth & Humphrey, 2018).

Employee engagement determines individual and organisational success. It forecasts employee, organisational, and financial project management outcomes. Employee engagement (or disengagement) can have an impact on productivity and project management success, customer outcomes, employee retention rates, organisational culture, and advocacy of the organisation and its external image (Schaufeli and Bakker 2018). Employee engagement is a powerful concept that can be used to improve a variety of business functions, including the success of safety project management. The six fundamental elements listed above have a direct relationship with the level of employee involvement in managing their work processes, practises, and activities, as well as the level of employee engagement.

V. CONCLUSION

An individual team level rather than corporate level analysis of the influence of employee involvement on work satisfaction and project management success is required. Project management also necessitates employee involvement. Engaged and satisfied employees boost an employer's competitive advantage. Employees that are committed to their jobs have lower turnover and absenteeism. Customers will be happier and save money as productivity and profitability increase. A project's success is not dependent on its employees' success. The best motivators are those who are open to new challenges and new experiences. They are open to new ideas, always striving to improve, and hold everyone accountable. As a result, problems with low achievers are often ignored. Stakeholders should be included in the selection of assessment tools and analytics. Even in a bad economy, a company's ability to react to changes both within and externally is vital. Engaging employees pays off. Because a company's potential to produce money is strongly linked to employee engagement. Customer loyalty and productivity are closely linked to employee commitment and project management performance. Employees working in high-growth enterprises Customer engagement leads to customer satisfaction. An engaged employee consistently demonstrates three general behaviours.

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