

The Impact of Training & Development and Communication on Employee Engagement – A Study of Banking Sector

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Abstract

This study analyzed the impact of training, development and communication on employees engagement in banking sector of Karachi. Data was taken thorough questionnaires from 120 employees out of which 100 were returned. Different statistical techniques such as descriptive statistics, confirmatory factor analysis and structural equation modeling were used for analysis. Results showed a positive impact of training and development and internal communication on engagement. Findings of the study have the potential of practical implication for managers and employees alike where they can increase engagement level in banking sector through strategic and tactical communication process and fulfilling the training needs of employees to meet the requirement of current job settings. Hence, practitioners need to understand the value of the participatory factors to compete effectively at the national and global levels through effective implementation in the engagement strategy.

Keywords: Training & Development, Communication, Banking Sector, Human Resources, Internal communication, Employee Engagement, Structural Equation Modeling

1. Introduction

The main goal of each organization is not only to choose the right people for the right job, but also to attract and retain them in the organization. Employees are the primary asset of any organization. Their positive role in corporate success cannot be underestimated. Armstrong (2003) argues that human resource management is organized, a key way to achieve, create, monitor and motivate and gain worker dedication. Human resource practices are critical to administrative development (Hallberg and Schaufeli, 2006). There is some practices which done by human resource are recruitment, selection, preparation, employee performance improvement, planning strategy and evaluation (Tessema & Soeters, 2006). Therefore, effective training and communication must be provided for these unique assets to maximize professional commitment. In addition, they are able to cope with the challenges of today's competitive business environment. Despite extensive research in the field of human research management, training for staff, especially in developing countries, is not satisfactory. Today, employee engagement is very important. Sims (2002) recently suggested that employee engagement can ultimately show how powerful human resource management practices can be more effective in implementing individuals and businesses. The organizational goal is to improve its performance, but without the effective performance of its employees, this will never be possible. As a result, the performance management system has become a management transformation to discourse and accurate organizational concerns. A series of performance-oriented reforms have also been implemented in the banking industry.

Current businesses face uncertainty in terms of presence and profitability and have begun to view employees as an asset and to support global competitiveness of the industry by using their skills, knowledge and abilities. According to the 2006 Gallup Management Daily survey, only 29% of the US workforce is involved (loyal and productive), 55% are not involved (to save time), and 15% are separated (not satisfied and spread them Dissatisfaction) ("Gallup Research", 2006). For companies, training & development, you can rise your profitability by encouraging a positive attitude towards profit. For individuals, training and development can enhance work information while helping to determine organizational goals. Training and development are defined as strategic knowledge and experiences that show employees how to perform and complete their existing and future tasks. Improving the performance of those involved in training and development activities is at the heart of this process. Learning is achieved through training and development tools that translate into organizational resources that people learn, deduce, and use to enable students to learn. As a result, performance contributes to the development of the organization, especially they can jointly implement the skills and expertise gained through training and development. In addition, their impact on the performance of employees in the corporate world, have also attracted the attention of researchers. However, employee engagement and communication play a crucial role in ensuring correct relationship between employees. For employee engagement consistent and honest communication is an important management tool. Communication with employees is defined as transactions between individuals and or groups at different levels and in different areas of expertise, with the aim of designing and redefining the organization, implementing

the design and contributing daily activities (Frank and Brownell, 1989). In the absence of consistent and honest communication, employees began to focus on the future of the organization and began to consider leaving the organization (Durkin, 2007).

2. Review of Literature

Employee engagement can be defined in both psychological and emotional context. In both contexts, it is crucial for organizational performance. In psychological context, employee management can be defined as fulfilling, positive and work related mental state that is branded with vigor dedication and engagement. Another understanding regarding employee engagement in psychological context can be phrased simply as passion for the job and emotional involvement with work. The mental and physical engagements are another two aspects that are determined by sufficient focus on work and willingness to put maximum effort for employer and job, respectively (Welch, 2011).

All the states of employee engagement have a positive and significant relationship with prosperity of employer and organization as well. Moreover all these states are dynamic and can fluctuate according to the circumstances and situation. According to Kahn (2010), the employee engagement can be highly influenced by intervention from management therefore in order to keep constant engagement in employees to improve the organizational performance, HR departments and managers intervene in the working environment of employees mainly through effective communication and strategic training and development (Kahn, 2010).

2.1 The Effect of Training and Development on Employee Engagement

Training is considered as one of the most universal methods of improving the productivity and performance levels of employees in an organization. It is also an important administrative function of human resource management (HRM). Considering the immense importance of training and development for the benefit of employees and consequently for that of organization, United States expended 164.2 billion dollars on training and development programs in 2012 (Sitzmann, 2015).

HRM of organizations focus on developing employees' attitude and capabilities through effective training and development programs so they are more engaged in their job and organization to positively and significantly contribute to achieve organizational objectives while growing personally at the same time (Lee, et al., 2010) keeping in view, this phenomenon, Manuel (2014) conducted a research to examine that how training and development elevate employee engagement to improve organizational performance. A quantitative research was run using electronic questionnaire with 5 point scale to extract data from permanent employees of companies in Johannesburg. The questions addressed that whether training help employees to understand the importance of their roles for organization and thus increase their engagement level. The results indicated a strong relationship between training and engagement as through these trainings the employees felt valued when nominated for the training and understood their own meaningfulness and importance for the

organization hence engaging more with the company (Manuel, 2014).

A research Huang and Su (2016) was conducted to evaluate the effect of job training on the job satisfaction level of employees and their intention to stay with the organization. The study of the research defined job training as a structured effort by an organization to facilitate employees with job related learning, competencies, skills and attitudes. The study was conducted in a classroom setting by giving a survey to 150 employees working in various companies of Taiwan who received training in their organizations. The research concluded that training and development of employee work as a platform for providing a sense of success and progress in employees and also work as a powerful tool to shape the attitude and motivation of employees towards work hence improving employee engagement level in process. However, the main objective of the survey which was effect of training on satisfaction and retention of employee however resulted into an arguable relationship between job training and employees intention to stay in the organization (Huang and Su, 2016).

On the other hand, a study when tested a somewhat similar relationship between training and employee satisfaction and performance with the mediating role of employee engagement, the result came out to be positive. Basically the paper shows the mediating role of employee engagement which occurs due to training and development of employees and significantly influence the performance level of both that is organization and individual. The research was conducted using evidences from the health sector of Uganda by distributing questionnaire to 150 workers in hospitals founded by catholic organizations. Correlation analysis of the variables indicated a very positive relationship between training and employee performance through employee engagement. In elaborated way, it is concluded in the study that training positively affects the employee performance when employee engagement mediates between the two variables (Sendawula et al., 2018).

Afroz, (2018) focused on employee engagement in banking sector of Bangladesh in her recent study. The study aimed to ensure that general trainings in banking sector enhance employee engagement, their motivation and their satisfaction level in the organization. The participants of the study included 150 employees from 14 banks situated in Tangail District, Bangladesh. The interview was conducted and the results revealed that most of the respondents were regular participants in training programs organized by their respective employer banks. Most of these trained employees think that the trainings provided to them make them more engaged, satisfied and motivated to work in their respective banks. This revelation proves the hypothesis of the study that job trainings in banking sector has very strong and positive relation with employee engagement.

2.2 The Effect of Communication on Employee Engagement

Communication can be divided into two categories. Internal communication which refers to the interaction between employers or managers and their key public that is their employees. The external communication is the interaction between employees or employer and outside public that is mainly customers and other dealers (Mishra, Boynton and Mishra, 2014).

The leadership of organization and managers are recognized by specific abilities and efficient communication is one of those traits as it is an important underlying factor for employee engagement thus individual and organizational performance. Good quality communication strengthens employee engagement and senior managers are required to clearly explain the employees through effective communication that how their individual roles and involvement in job fits with organizational vision and mission. On the other hand poor communication is a barrier for complete engagement and in fact causes disengagement (Wiley et al., 2010).

Another study evaluated the research question that if organizational communication is directly and positively effective on employee engagement. In order to find the result an investigation was designed with an online survey of point likert scaling to quantify the correlation of internal communication (organization and managers) and employee engagement. Data from 200 employees from Australian organization was extracted to examine the said relationship. The outcome of the investigation confirmed the importance of internal communication that facilitates effective interactions between organization, managers and employees creating a workplace bonding based on worth and meaning. It furthermore indicated that communication works as a vehicle between employer/managers and employee to express goals and values and in turn establish a favorable rapport between organization and employees (Karanges, et al., 2014).

Every organization needs to address its employee relations as same as it approaches its relationships with other major stakeholders. Symmetrical and clear communication with employees is perceived as a positive and strong driver for employee engagement (Jiang and Men, 2015). Aligning the studies with the same, a research was conducted by taking 438 sales representative of a South Korean leading cosmetic company in order to test the hypotheses linking symmetrical communication and employee engagement positively and significantly. The participants were all female due to the business nature of the selected company. A face to face survey was conducted with the items such as vigor, trust, commitment, satisfaction, dedication, absorption etc. Every item was measured on 7point Likert scale. The result positively verified the hypothesis indicating that symmetrical internal communication from managers and employers elevates the employee engagement by improving the traits listed in survey in employees (Kang Sung, 2017).

A research was conducted to understand the role of PR managers related to internal communication specifically emphasizing employee engagement. The research used exploratory method by conducting interviews with the managers dealing with internal communication in their respective organizations. The result of the study showed that according to the managers, employee engagement is one of the priority goals for them in their jobs. They also relieved that through interactive communication with key audience, a trust is built between company and employees and also with the external customers. Another major finding of this research was that PR executives also work as internal trainers in their respective organizations and train front line managers to adopt two way communications by listening and providing feedback. This indicated the positive role of training as well in

enhancing employee engagement (Mishra, Boynton, Mishra, 2014).

2.3 Employees Engagement Activities in Banks

Engagement activities can be divided into groups. These include:

2.3.1 Communication Activities within the Organization

Internal communication within the organization is two-way traffic. It rises from downward to upward when employees communicate with managers through written surveys, face to face feedback, reports, open door policies, department meetings, advisory committees etc. downward communication is from managers to employees where managers direct employees in terms of policies, attitudes, work related instructions through bulletin boards, memos, letters, face to face meetings, interviews, mass meetings, training sessions, rewarding sessions etc (Krishnan and Wesley, 2013).

2.3.2 The Reward Program is Suitable for Outstanding Performance

Employees give their best possible performance to achieve rewards from organizations. These rewards are type of feedback that managers and employers give to the performing personnel to motivate them for constant best performance (Afroz, 2018).

2.3.3 Establish Organizational Culture Activities.

In an ideal organization, a cultural alignment exists between employees and company managers which construct a strategic alignment between employee activities and organizational goals. The managers of these organizations establish effective corporate communication to reinforce commitments to their employees (Gallup, 2010).

2.3.4 Team Building Activities.

A team works with each other by coordinating efforts to achieve a common goal by relying on collective skills of all the team members (Robbins & Judge, 2013). Therefore it is important for the organization to ensure effective communication within the employees' structure to make them feel a part of team and understand the company working and goals (Mishra, Boynton and Mishra, 2014).

2.3.5 Leadership Development Activities

The three main leadership development activities are coaching the builders through effective communication, improving accountability by giving clarity of objectives and expectations and problem solving through team collaboration (Goyette, 2016).

3. Methodology

The sample consists of male and female, Managers, employees and operational managers working at the Banking sector in Karachi. The questionnaire was prepared for the managers as well as employees of the Karachi banking sector. In this study, the non-probable method was used. Deductive methods were used for this study and analyze the responses using descriptive

statistic, confirmatory factor analysis and structural equation modeling were used for analysis.

3.1 Population and Sampling

In this study, the population is the entire category of managers and employees of the Karachi banking sector. It is almost impossible to study the entire population. As a result, a small percentage of the population was used as a sample. The sample size should be 120 respondents, but only 100 respondents were found in the study sample. This study used a non-probabilistic method as a sampling method. Zikmund et al. (2013) refers that non-probability sampling is a method in which the selection of sampling units is based on convenience or own judgment. The other method means that the probability of selecting a particular member is uncertain. In non-probability sampling, the study uses a specific purpose or judgmental sampling, which is a method by which a qualified person samples according to his/her personal judgment of certain characteristics of the sample members.

4. Empirical Analysis

Table 1. Frequency Distribution

Variable	Options	Percentage
Gender	Male	70%
	Female	30%
Education	Bachelors	22%
	Masters	64%
	Doctoral	14%
Age	25-35	85%
	36-46	13%
	47-55	2%
Work Experience	1 - 3 Years	48%
	4 - 6 Years	16%
	7 - 9 Years	19%
	Above 10 Years	17%
Department	Finance	22%
	HR	23%
	IT	8%
	Marketing	8%
	Operations	39%

Results from frequency distribution posit that 70 % male and 30 % female respondents participated in the survey. While 22 % are bachelor's degree holders, 64 % are master's degree holders and 14 % are doctoral degree holders. On the other hand 85 % respondents are 25-35 years old, 13 % respondents are 36-46 years old, 2 % respondents are 47-55 years old and mostly respondents, 48 % have 1-3 years of experience, 16 % have 4-6 years of experience and 19 % have 7-9 years of experience. 39 % of respondents are associated with operation department, 22 % of respondents are associated with finance department and 23 %

of respondents are working under human resource department.

4.1 Regression Specification

Reliability means consistency of questionnaire results. This will provide an answer or similar result whenever the interviewer reuses the questionnaire for the same population. It shows high internal consistency and repeatability of the questionnaire. The main criterion for reliability is to avoid injustice in research. Therefore, it can be improved by testing the search process and analysis, as is done using different research and analysis methods or other researchers. This also includes the reliability and authenticity of the research.

Table 2. Reliability Statistics

Measures	No. of items	Cronbach Alpha
Training and development	6	0.893
Internal Communication	9	0.836
Employee Engagement	11	0.874

The result above chart shown is significant reliable. The reliability ranges from 0.836 to 0.893. Training and development reliability value is 0.893 which is considered to be significant reliable as it is > 0.70 , reliability value for communication is 0.836 which is reliable as it is > 0.70 , whereas in employee engagement reliability value is 0.874 which is reliable as it is > 0.70 .

Table 3. Descriptive Statistics

Questions	Mean	S.S	Std. D
This organization is much concern about my career development and growth Opportunities for the future by performance management	3.80	.082	.820
Training programs provided by the organization are adequate for my development	3.98	.066	.654
Staff training allows employees to proactively identify future challenges	4.19	.053	.528
In my organization employees adapt quickly to difficult situation due to training.	3.75	.068	.675
With training, I am completely focused on my work.	3.95	.039	.388
I am now more involved in my work and days goes by very quickly due to training.	3.93	.065	.643
I believe that my superior thinks really understand me	3.93	.075	.746
My superior makes me feel that things I tell him/her are really important	3.89	.067	.668
My superior makes me feel free to talk with him/her	4.17	.073	.729
My superior really understands my job problems	3.95	.101	1.004
My superior encourages me to bring new information to his/her attention,	4.05	.092	.919

even that new information may be bad news			
My superior is willing to tolerate argument and to give affair hearing to all points of view	3.99	.095	.942
My superior listens to me when I tell him/her about things that are bothering me	3.91	.081	.809
People in this organization are encouraged to be really open and candid with each other	3.75	.074	.733
My job requirements are specified in clear language	3.86	.084	.833
I am willing to put in a great deal of effort that normally expected in order to help this organization be successful	4.33	.066	.655
I would recommend this organization as a great place to work	4.16	.067	.666
I rarely think about looking for a new job with another company	4.21	.100	.993
Where I work, we set clear performance standards for product/service quality	4.22	.068	.678
I find my values and the organization's values are very similar	3.93	.078	.773
My job activities are personally meaningful to me	4.09	.081	.809
This organization rally inspire the very best in me in the way of job performance	3.70	.078	.775
My immediate supervisor / manager clearly communicate what is expected of me	4.19	.078	.778
I really care about the fate of this organization	4.15	.080	.800
Deciding to work for this organization was a definite mistake on my part	3.74	.135	1.345
Often, I find it difficult to agree with this organization's policies on important matters relating to its employees	3.80	.111	1.106

Items related to training and development have mean scores in range 3.75 to 4.19 while the same items deviate in range 0.039 to 0.068. The overall mean values are above than average it posits responses are more closely towards “strongly agree” at five point likert scale. Items related to other independent variables internal communication have mean scores in range 3.75 to 4.17 while the same items deviate in range 0.073 to 0.101. The overall mean values are above than average same as training and development it posits responses are more closely towards “strongly agree” at five point likert scale.

Items related to dependent variables employee engagement have mean scores in range 3.70 to 4.33 while the same items deviate in range 0.066 to 0.135. The overall mean values are above than average but deviation in responses is higher than training and development and internal communication.

4.2 Quantitative Techniques

Table 4. Confirmatory Factor Analysis

Factor Loading	Training & Development	Communication	Employees Engagement
TD-1	0.785		

TD-2	0.710		
TD-4	0.781		
TD-5	0.831		
TD-6	0.709		
TD-7	0.621		
C-2		0.743	
C-3		0.583	
C-4		0.681	
C-5		0.842	
C-7		0.808	
C-8		0.794	
C-9		0.703	
C-10		0.668	
EE-1			0.724
EE-2			0.767
EE-3			0.524
EE-4			0.529
EE-5			0.789
EE-6			0.888
EE-7			0.618
EE-8			0.636
EE-9			0.644
EE-10			0.737
EE-11			0.757

It has been shown that six factors related to independent variable training & development has loading values above than 0.50 while one item TD-3 is eliminated due to irrespective loading. Furthermore, it is shown that nine factors related to independent variable international communication has loading values above than 0.50 while one item C-1 is eliminated due to irrespective loading. Lastly, it is shown that all the eleven factors related to dependent variable employees engagement has loading values above than 0.50 however none of item is eliminated due to irrespective loading.

Table 5. Construct Reliability & Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance
Employees Engagement	0.893	0.904	0.912	0.536
Training & Development	0.836	0.854	0.880	0.551
Communication	0.874	0.895	0.901	0.501

Above table evidently shows that variance extracted values are greater than 0.5 for all the variables including training & development, communication and employees engagement. And cronbach's Alpha values are above than 0.70. However, it supports convergent validity of instrument.

Table 6. Discriminant Validity

Variables	Communication	Employees Engagement	Training & Development
Communication	0.732		
Employees Engagement	0.675	0.700	
Training & Development	0.645	0.761	0.743

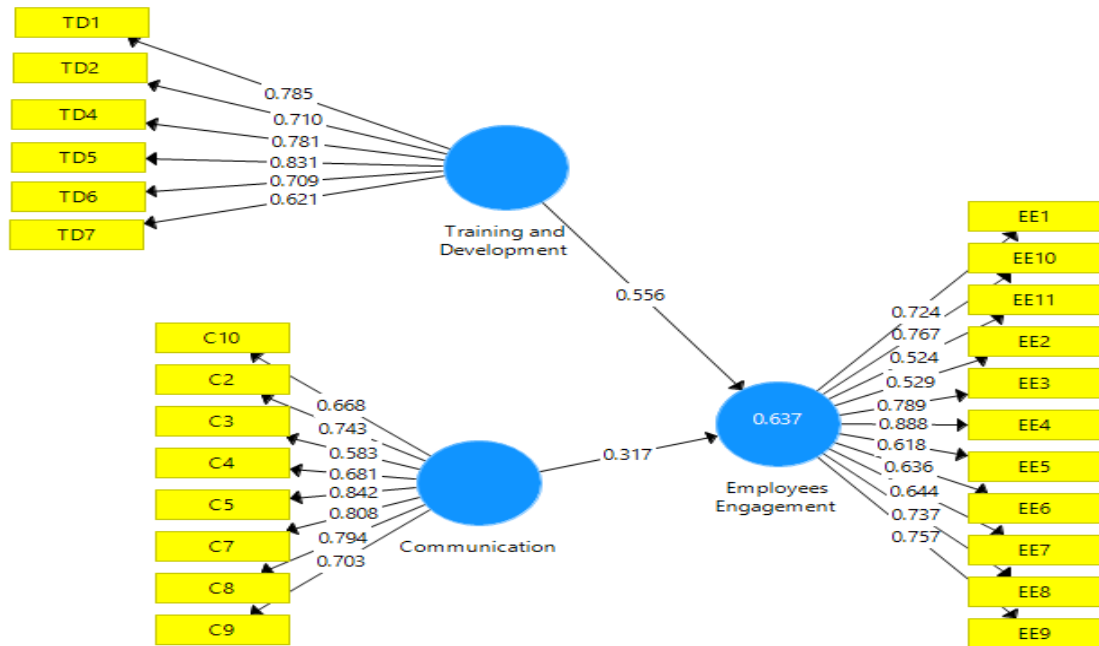
Discriminate validity explains a single construct when differs from other constructs in the respective model. In present study discriminate validity results show loading values are above than 0.5.

4.3 Regression

Table 7. Significant Testing Results of Structural Model Path Coefficients

Structural Path	Path Coefficient	t-value	p-value	Conclusion
Training & Development to Employees Engagement	0.556	5.710	0.000	Supported
Communication to Employees Engagement	0.317	2.852	0.005	Supported

Path coefficient is 0.556, which means that the independent variable training and development explains the 55.6% variation in the dependent variable employee engagement of banks' employees in Karachi. The variation caused in dependent variable employees' engagement is significant owing to the t-value $5.710 > 1.96$ and p value $0.000 < 0.05$. Path coefficient is 0.317, which means that the independent variable communication explains the 31.7% variation in the dependent variable employee engagement of banks' employees in Karachi. The variation caused in dependent variable employees' engagement is significant owing to the t-value $2.852 > 1.96$ and p value $0.005 < 0.05$. Hence, we can accept that training and development influence the employees' engagement.



The results of this study indicate that training and development have an impact on employee engagement. This result is broadly consistent with previous management training literature.

Employee engagement has become a popular organizational concept over the past few years. It has become one of the main priorities of human resources, organization's practitioners and senior executives in the corporate world today. Bhatla (2011) explained that there is only one thing that is “psychological commitment” which is clearly reflected in his or her dedication towards work.

5. Discussions

The aim of the present research study was to investigate the impact of training and development and internal communication on employee engagement. Data was collected from hundred respondents working in the banking sector of Pakistan from Karachi region. Total two hypotheses were tested and both of them were direct hypotheses. The hypothesis first of the study was that there is a positive relationship between the employees’ training and development and employees’ engagement. The results showed full support for the hypothesis that there is a positive relationship between employees’ training and development and employees’. Training and development is an important factor which should be considered in the process of employees’ engagement. Training and development improves service accuracy which influence service performance and engagement of employees at work place (Paradise, 2008). Growth and development programs, particularly training and development is noted as a key factor for employee engagement. When employee undergoes through different trainings and development programs, it buildup their confidence and the employee become more confident on their abilities which motivates them to be more engaged in the job. It is important for the management to give importance and to arrange various training and

development programs which automatically leads to high level of engagement at work place. According to Wellins and Concelman (2005) organizations can enhance the engagement of every employee at work place by creating learning culture and individual development plans. Engaged employees are more satisfied and provides quality services to the customers. In addition, they are more creative and comes up with the new ideas at work place which leads to effective resolution of customers' problems (Karatepe, 2012). This statement by another study which suggested that training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in a more productive manner (Elnaga & Imran, 2013). Development of employees mainly focuses on the activities which increases employee skills and preparing them for future. Some of effective development programs for the long term are coaching, mentoring, and succession planning (Ahmad et al., 2014). Organization should focus on employees' development programs because human development is in true terms organizational development. Employees are motivated to attend the training programs, as it is for the self-development of the employees as well as for organizational development (Swaminathan & Shankar, 2011). Organizations are required to continuously arrange different nourishment and development programs of the employees which lead to the betterment of the organization. The results of the study are in line with the previous studies conducted in various contexts. According to Otieno et al. (2015) when employees receive various benefits like training and resources from the organization, the employee would be more likely to feel obliged to repay the organization through greater work engagement and in turn, display better attitude and behavior. Shantz et al. (2013), also argued that through training, employee engagement is increased by promoting a positive attitude; develop work-related state of mind characterized by vigor, dedication, and absorption.

The hypothesis second of the study stated that internal communication has a positive impact on employee engagement. The results showed full support for the hypothesis and that there is a positive relationship between internal communication and employee engagement. Internal communication is the exchange of information both informal and formal between management and employees within the organization. The results of the study are in line with the previous studies conducted in other contexts. According to Karanges, Johnston, Beatson, and Lines (2015) internal communication have a significant part to play in developing and maintaining a optimal employee engagement. The results of the present study are also supported by the social exchange theory (Cropanzano & Mitchell, 2015) which suggests that when organizations and supervisors internally communicate with the employees in a way which is perceived to be beneficial, employees will consider the relationship favorably and reciprocate with positive and beneficial cognitions, behavior and emotions namely engagement.

6. Conclusion

The current study addresses the effects of training and development and internal communication on employee engagement. Both the factors those are strategic training and

implementation of internal communication throughout the organization are two major functions of HRM practices while engagement level of an employee is an essential determinant of individual performance and for employee's respective organizational performance as well. In these regards, the underpinned variables are valuable focus for the study. Results of the study that shows a strong and positive relationship between both independent variables (training and communication) and dependent variable (employee engagement) are achieved through CFA and SEM that are very suitable techniques for the current study. The study focuses on banking industry to evaluate the effect of training and communication on engagement level of bank employees. Because banking is a major sector in any society and contributes significantly in the economy of any country (Afroz, 2018). This paper aims to fill the gap of study by (Krishnan and Wesley, 2013) where the research was conducted on employees of only one organization of a unique sector of hoteling and therefore their result cannot be considered as generalized and implementable on other sectors. The study has done the investigation by taking all the banks of Karachi which is a better approach as compared to the approach taken by the study (Tahir, et al., 2014) where only one bank is focused for exploration and therefore it's results are considered specified to one organization only. Karachi which is the focused location of the current paper is host to many people from different regions and backgrounds who come here to earn for their livelihood. This provides a diverse demographic environment for the study so the findings can be implemented in various settings.

As stated, the findings of the study have the potential of practical implication for managers and employees alike where they can consider to increase engagement level in an organization through strategic and tactical communication process as employee needs clear and precise communication from managers for instance in form of rewards, instructions and group sessions and managers require the same from employees for instance in form of feedback. Managers and HRM leaders should adopt proper communication strategies in order to engage employees. These strategies may include setting the right tone of communication, illicit sense of belonging in employees by sharing crucial organizational information with them and most importantly by communicating in a way that enables employees to better understand goals of organization and their unique role in achievement of these goals.

The finding for the other independent variable that is training also has its practical implication where managers can achieve positive attitudes and behavioral outcomes among employees through strategic training culture. Managers need to specially increase focus and efforts in designing required training system in organization as this practice has shown a significant and high impact on level of engagement in employees and consequently on individual and organizational performance. These training should focus on enhancing peer relationships, understanding of organizational objectives, clarity of individuals' goals, establishing healthy working atmosphere so employees can enjoy considerable attention by realizing that organization is addressing their determinants. These implementations will consequently elevate the engagement level of employees in a way that it will work effectively for individual and organizational prosperity.

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