

A STUDY ON LEARNING AND DEVELOPMENT TOWARDS EMPLOYEE ENGAGEMENT

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Abstract - This research investigates the correlation between learning and development initiatives and their impact on employee engagement - By scrutinizing the organization's training programs, skill enhancement efforts, and career development strategies, the study aims to unveil the mechanisms through which these activities foster employee engagement. - Employing a mixed-method approach comprising surveys, interviews, and organizational data analysis, the research seeks to capture diverse perspectives from employees and management. - Through the evaluation of employee satisfaction levels, performance metrics, and organizational culture dynamics, the study aims to discern the effectiveness of existing engagement programs and identify potential areas for enhancement - The findings of this investigation are expected to offer valuable insights and practical recommendations for optimizing employee engagement through strategic learning and development interventions tailored to the unique context - the research aims to contribute to the broader discourse on employee engagement and organizational effectiveness in the contemporary corporate landscape.

Key words - Engagement Programs, Mixed-Method Approach, Employee Engagement, Performance Metrics, Management Perspectives, Strategic Interventions, Organizational Effectiveness.

I. INTRODUCTION

Employee engagement programs are vital in modern workplaces for fostering motivated, committed, and productive employees. These initiatives, ranging from wellness and professional development to open communication and inclusivity, help create a supportive environment where employees feel valued and empowered. By aligning organizational goals with individual aspirations, these programs enhance job satisfaction, morale, and performance. Studies show engaged employees contribute to higher productivity, profitability, and customer satisfaction. Furthermore, engagement programs promote continuous improvement and talent development, essential for long-term success. Overall, investing in employee engagement is crucial for driving innovation, growth, and competitive advantage.

Engagement Program: An engagement program is a strategic initiative designed to foster active participation, strengthen relationships, and enhance loyalty within a community or organization. These programs aim to create a sense of belonging and encourage meaningful interactions through activities such as workshops, interactive forums, and feedback surveys. They often include components like consistent communication via social media or newsletters, recognition and rewards for participation, and inclusivity to ensure broad participation.

Mixed- Method Approach: A mixed method approach combines qualitative and quantitative research methods to provide a comprehensive understanding of human resource practices and outcomes. This approach leverages the strengths of both methods: quantitative data offers measurable and statistical insights, while qualitative data provides depth and context through interviews, focus groups, and open-ended surveys.

Strategic Interventions: Strategic interventions are deliberate actions and initiatives designed to bring about significant change within an organization, aligning its operations and culture with long-term goals. These interventions can encompass a wide range of activities, such as restructuring, implementing new technologies, leadership development programs, and process improvements. The aim is to enhance organizational effectiveness, drive growth, and improve competitive positioning. By carefully planning and executing strategic interventions, organizations can address challenges, seize opportunities, and adapt to changing market conditions, ensuring sustained success and resilience in a dynamic business environment.

Management Perspectives: A management perspective involves viewing organizational activities and challenges through the lens of management principles and practices. This approach focuses on effectively planning, organizing, leading, and controlling resources to achieve organizational goals. Managers adopt this perspective to align team efforts, optimize operational efficiency, and foster a productive work environment. Key aspects include strategic decision-making, performance monitoring, and fostering communication and collaboration within teams. By maintaining a management perspective, leaders can ensure that organizational objectives are met, adapt to changes, and drive continuous improvement, ultimately contributing to the long-term success of the organization.

Performance Metrics: Performance metrics are quantitative measures used to assess the efficiency, effectiveness, and overall success of an organization's activities and processes. These metrics provide valuable insights into various aspects of performance, such as employee productivity, project progress, financial health, and customer satisfaction. By tracking key performance indicators (KPIs), organizations can identify areas of strength and opportunities for improvement, enabling data-driven decision-making. Effective performance metrics align with strategic objectives, provide a clear benchmark for success, and facilitate accountability at all levels. Utilizing these metrics helps organizations optimize their operations, achieve goals, and maintain a competitive edge in their industry.

Employee Engagement: Employee engagement refers to the level of enthusiasm, commitment, and emotional investment employees have in their organization and its goals. Engaged employees are not only motivated to perform their best but also show higher levels of productivity, creativity, and loyalty. Key drivers of employee engagement include effective communication, recognition and rewards, opportunities for professional development, and a supportive work environment. Fostering engagement leads to numerous benefits, such as increased job satisfaction, reduced turnover, and enhanced overall organizational performance. By prioritizing employee engagement, companies can build a more dedicated and dynamic workforce, contributing to sustained success and growth.

Organizational Effectiveness: Organizational effectiveness refers to the extent to which an organization achieves its goals and objectives efficiently while maximizing its resources. It encompasses various aspects, including the organization's ability to adapt to change, innovate, and meet the needs of its stakeholders. Achieving organizational effectiveness involves optimizing internal processes, enhancing employee performance, and aligning strategies with the broader mission and vision. Key indicators of organizational effectiveness may include profitability, customer satisfaction, employee engagement, and market share.

II. REVIEW OF LITERATURE

1. K. Jnaneswar, Gayathri Ranjit, (2023) This study aims to understand how self-leadership influences employee creativity by looking at two important factors: organizational commitment and work engagement. Self-leadership refers to individuals taking initiative and managing themselves effectively. The study suggests that when employees practice self-leadership, it can lead to higher levels of organizational commitment and work engagement, which in turn enhances their creativity at work. By exploring these relationships, the study adds valuable insights to our understanding of how self-leadership impacts creativity in the workplace.

2. Hazem Aldabbas, Ashly Pinnington & Abdelmounaim Lahrech, (2023) This study is to examine the relationship between perceived organizational support and employee creativity mediated by work engagement. Employees who experience perceived organizational support will promote work engagement and employee creativity more so than employees with low levels of perceived organizational support. The organizational support effects employees' commitment productivity, satisfaction and turnover intention, this study concentrates on how perceived organizational support leads to employee creativity.

3. Mohd Arwab; Mohd Adil; Mohd Nasir; Mohd Ashraf Ali, (2022) This study focuses on understanding how employees perceive training and its impact on their task performance. It also explores the role of employee engagement as a mediator between training and task performance. The researchers developed a model that considers the motivation for training and support for training, and how these factors influence task performance through the mediation of employee engagement. They found that employee engagement not only directly affects task performance but also serves as a mediator between training and task performance, both directly and indirectly.

4. Muhammad Azeem Ahmad; Arshia Hashmi; Waris Ali,(2021) The study investigates the impact of human resource practices such as recruitment and selection, training and development, reward and compensation, and performance management on SMEs performance. The present research also examines the mediating role of employee engagement among the nexus of recruitment and selection, training and development, reward and compensation, performance management, and SMEs performance. This study has provided the guidelines to the policymakers that they should extend their focus towards human resource practices that improve organizational performance.

5. Omar Mohammed Ali Abanesh, (2021) This study suggests a novel progress in the change journey toward sustainability by empirically investigating the mediation role of employee engagement with environmental initiatives between green HRM practices and individual green behavior. The study provides original findings indicating that employee engagement partially mediates the association between green HRM practices and individual green behavior. this study emphasizes the importance of organization-person interaction in fostering employee engagement with environmental initiatives.

III. NEED OF THE STUDY

This study investigates how learning and development programs impact employee engagement in today's competitive business environment. By analyzing different training methods, such as workshops and online courses, across various organizations, we aim to provide actionable insights for improving engagement strategies. Our findings will not only benefit companies by enhancing team productivity and happiness but also advance our understanding of talent management and human resource development in contemporary workplaces.

IV. OBJECTIVES OF THE STUDY

1. To Measure employee satisfaction with existing learning opportunities and identify areas for improvement.
2. To assess the correlation between skill development through training and employees engagement metrics.
3. To determine the impact of leadership development initiatives on fostering employee engagement.
4. To suggest ways to align organizational culture with learning and development initiatives to promote engagement effectively.

V. RESEARCH METHODOLOGY

DESCRIPTIVE RESEARCH

Descriptive research design is a type of research design that aims to systematically obtain Information to describe a phenomenon, situation, or population. The researcher can choose to be either a complete observer, an observer as a participant, a participant as an observer, or a full participant.

PROBABILITY SAMPLING

Probability sampling refers to the selection of a sample from a population, when this selection is based on the principle of randomization, that is, random selection or chance. A selected group of some elements from the totality of the population is known as the sample. Some populations are so large that their study would be expensive in terms of time, effort, money and manpower.

SAMPLE METHOD:

Convenience Sampling is followed to collect a data from respondents. Convenience Sampling relies on location and accessibility to determine the research variables. Sample size is determined using pie chart and the sample size for this study is 485 respondent.

Demographic Information:

1) Age	(a) Below 25 yrs - 130 (b) 26 – 30 yrs - 139 (c) 31 – 36 yrs - 125 (d) 37 – 41 yrs - 66 (e) Above 42 yrs - 25
2) Gender	(a) Male - 266 (b) Female - 219
3) Qualification	(a) Diploma – 197 (b) ITI - 51 (c) Undergraduate - 197 (d) Postgraduate - 39
4) Experience	(a) Less than 1 year - 106 (b) 1 - 5 years - 186 (c) 6 - 10 years - 126 (d) 11 - 15 years - 48 (e) More than 16 years - 19
5) Designation	(a) Employee - 466 (b) HR - 19

SOFTWARE USED

SPSS 16.0

SPSS (Statistical Package for Social Sciences) 16.0 is a comprehensive system for analyzing data. SPSS can accept data from practically any file type to create tabulated reports, distribution and trend charts and plots, descriptive statistics, and advanced statistical analyses. SPSS makes statistical analysis easier for beginners and more convenient for advanced users.

NORMALITY TEST:

Null Hypothesis H₀: The data follows Normal Distribution

Alternative Hypothesis H₁: The Data does not follows Normal Distribution.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Organizational Environment	.223	485	.000	.896	485	.000
Career Development	.191	485	.000	.936	485	.000
Leadership Skills	.162	485	.000	.956	485	.000
Learning Objectives	.190	485	.000	.902	485	.000
Roles and Responsible	.292	485	.000	.693	485	.000

INFERENCE

Since p value < 0.05 for all variables – “Organizational Environment”, “Career Development”, “Leadership Skills”, “Learning Development”, “Roles and Responsible”, therefore rejects the null hypothesis. Thus the data significantly deviates from Normal Distribution.

NON-PARAMETRIC TESTS

1. MANN WHITNEY U TEST

Null Hypothesis H₀: There is no significance difference between the mean rank of men and women with respect to the factors of studies.

Alternative Hypothesis H₁: There is significance difference between the mean rank of men and women with respect to the factors of studies.

	GENDER	N	Mean Rank	Sum of Ranks
Roles and Responsible	1	266	233.96	62234.50
	2	219	253.97	55620.50
	Total	485		
Learning Objectives	1	266	261.62	69590.00
	2	219	220.39	48265.00
	Total	485		
Leadership Skills	1	266	209.40	55701.00
	2	219	283.81	62154.00
	Total	485		
Organizational Environment	1	266	271.26	72154.00
	2	219	208.68	45701.00
	Total	485		
Career Development	1	266	217.37	57821.00
	2	219	274.13	60034.00
	Total	485		

Test Statistics

	Roles and Responsible	Learning Objectives	Leadership Skills	Organizational Environment	Career Development
Mann-Whitney U	26723.500	24175.000	20190.000	21611.000	22310.000
Wilcoxon W	62234.500	48265.000	55701.000	45701.000	57821.000
Z	-1.784	-3.344	-5.879	-4.990	-4.507
Asymp. Sig. (2-tailed)	.074	.001	.000	.000	.000

INTERPRETATION:

From the above table, the p-value for Roles and responsible (.074) is greater than significance levels (0.05), indicating that there is no significant difference for this variable. For Learning Objectives, Leadership Skills, Organizational Environment, Career Development with p-values of .001 and .000, there is to reject the null hypothesis in favor of the alternative hypothesis. There are significant differences between genders in terms of leadership skills, organizational environment, and career development, with females generally performing better than males.

2. KRUSKAL -WALLS H TEST

Null Hypothesis H0: There is no significance difference between the mean ranks of respondent age with respect to the factors of studies.

Alternative Hypothesis H1: There is significance difference between the mean ranks of respondent age with respect to the factors of studies.

	AGE	N	Mean Rank
Roles and Responsible	1	130	216.67
	2	139	239.62
	3	125	266.20
	4	66	238.58
	5	25	294.40
	Total	485	
Learning Objectives	1	130	222.90
	2	139	243.37
	3	125	257.58
	4	66	222.05
	5	25	327.88
	Total	485	
Leadership Skills	1	130	198.50
	2	139	301.67
	3	125	246.57
	4	66	227.19
	5	25	172.12
	Total	485	
Organizational Environment	1	130	272.81
	2	139	230.81
	3	125	218.35
	4	66	265.75
	5	25	218.96
	Total	485	
Career Development	1	130	217.03
	2	139	282.45
	3	125	243.17
	4	66	223.80
	5	25	208.54
	Total	485	

Test Statistics

	Roles and Responsible	Learning Objectives	Leadership Skills	Organizational Environment	Career Development
Chi-Square	14.987	15.785	45.719	13.806	18.796
df	4	4	4	4	4
Asymp. Sig.	.005	.003	.000	.008	.001

- a. Kruskal Wallis Test
- b. Grouping Variable: AGE

INTERPRETATION:

From the above table, the p-values .005, .003, .000, .008, .001 less than the significance level of 0.05. This suggests that there is statistically significant evidence to reject the null hypothesis.

3. SPEARMAN RANK CORRELATION

Spearman rank correlation for analyzing relationship Responsible, Learning Objectives, Leadership Skills.

			Roles and Responsible	Learning Objectives	Leadership Skills
Spearman's rho	Roles and Responsible	Correlation Coefficient	1.000	.190**	-.187**
		Sig. (2-tailed)	.	.000	.000
		N	485	485	485
Spearman's rho	Learning Objectives	Correlation Coefficient	.190**	1.000	-.200**
		Sig. (2-tailed)	.000	.	.000
		N	485	485	485
Spearman's rho	Leadership Skills	Correlation Coefficient	-.187**	-.200**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	485	485	485

INTERPRETATION:

Since the sample data follows non- parametric test, Spearman rank correlation is used. It is observed that the variables are positively correlated, since the correlation is more than 0.05. Therefore, null hypothesis is rejected. Alternative hypothesis is accepted.

4. REGRESSION:

Regression for analyzing the relationship between Roles and Responsible and Career Development

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.100 ^a	.010	.008	2.495	.010	4.874	1	483	.028

a. Predictors: (Constant), Roles and Responsible

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	30.341	1	30.341	4.874	.028 ^a
1 Residual	3006.867	483	6.225		
Total	3037.208	484			

a. Predictors: (Constant), Roles and Responsible

b. Dependent Variable: Career Development

Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17.244	2.156		7.998	.000
Roles and Responsible	-.354	.160	-.100	-2.208	.028

a. Dependent Variable: Career Development

INTERPRETATION:

The significant value is less than (.028) is less than 0.05. Therefore there is significant relationship between roles and responsibilities and career development.

VI. SUGGESTIONS:

- Evaluate the effectiveness of existing employee engagement programs in your organization or industry by measuring their impact on employee satisfaction, productivity, and retention rates.

- Investigate how emerging technologies, such as online learning platforms or virtual reality simulations, can be leveraged to enhance the effectiveness and accessibility of employee engagement training programs.
- Explore strategies for creating inclusive engagement programs that cater to the diverse needs and preferences of employees across different demographics, departments, and job roles.
- Develop clear metrics and Key Performance Indicators (KPIs) to track the progress and effectiveness of learning and development initiatives in enhancing employee engagement levels over time.
- Implement a process for continuous improvement by regularly reviewing feedback, analyzing data, and updating engagement programs to ensure they remain relevant and impactful.

VII. CONCLUSION

This study emphasizes the crucial role of learning and development in boosting employee engagement. It highlights the benefits of continuous learning programs in enhancing skills, job satisfaction, and productivity. Personalized learning experiences tailored to individual needs are essential, along with leadership support and a culture that values learning. Overcoming challenges like limited resources and resistance to change is vital for maximizing the effectiveness of these programs. Prioritizing learning and development fosters innovation, collaboration, and organizational success, necessitating adaptability to evolving employee needs and market conditions.

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QUESTIONNAIRE

1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

Questions	1	2	3	4	5
How satisfied are you with your current roles and responsibilities					
To what extent are you satisfied with the learning opportunities provided by the company					
How satisfied are you with the effectiveness and the relevance of the training programs offered by the company					
To what extent do you feel supported by your managers in your professional development and growth?					
How satisfied are you with the variety of learning methods employed in your training programs (e.g., lectures, hands-on activities, simulations)					
How would you rate the clarity of the learning objectives provided in your training programs?					
How well do you perceive the alignment between the skills taught in the training programs and the skills required for your role?					
Do you feel that the training programs offered by your organization contribute effectively to your leadership development?					
I have Opportunities to develop my leadership skills within my current role					
My organization provides adequate training programs for leadership development					
I actively seek out opportunities to take on leadership roles or responsibilities					

How would you rate the level of transparency within our organization, where information flows freely across all levels					
The organizational provides clear paths for career advancements					
I am regularly informed about internal Job opening and opportunities for advancements					