



Investigating the Validity of Employment Engagement Activities in the Prediction for HR Practices of Steel and Heavy Metal Industries in West Bengal

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ABSTRACT

Purpose: The purpose of the study is to investigate the role of HR practices in the engagement of employees and how they enhance the job satisfaction of employees, which can help boost organisational productivity in the steel and heavy metal industries, such as the iron and aluminium industries of West Bengal.

Methodology: This study is based on primary and secondary research, and the opinion of the other author has been analysed to evaluate the topic.

Findings: The research design used in the study is the secondary one. Thus, the study's dependent variable is organisational commitment, while the independent variable can be job satisfaction and employee engagement.

Practical implications: Employee engagement is an important aspect of management theory and practice.

Originality: It has been examined that employee engagement often has a positive relationship with organisational and individual performance.

Keywords: *Employee commitment, employee engagement, employee loyalty, HR practices and Job satisfaction.*

1. Introduction and background of the study

Introduction

Engagement of the employees has been effective in providing them with job satisfaction. As per the view of Sun and Bunchapattanasakda (2019, p. 65), the engagement of the employees is always effective in ensuring that they are satisfied with their work. Therefore, the role of HR is to encourage the employees by appreciating their contribution to boosting the performance of the company. According to Mahmood et al. (2019), they also foster a stimulating work environment by valuing the contribution of an individual employee and recognising their collaboration with the firm. Moreover, they implement plans and employee engagement initiatives that ensure that the firm's overall operations are running smoothly. Thus, HR practices ensure that engaged employees can work enthusiastically and contribute positively to enhance the firm's reputation.

It has been examined that a company having greater employee engagement activity means that it can score the highest growth in revenue. In addition, the factors that enhance employee engagement are a positive work environment, equal pay, equal opportunity for all, sick leave, extra pay, bonuses, casual leave, timely pay, etc. As opined by Sattar, Ahmad & Hassan (2015, p. 91), the other HR practices are empowerment, rewards, and training for the workforce. Thus, the study is based on the correlation between the employee job satisfaction of the employees working in the steel and other heavy metal industries, such as iron and aluminium industries in West Bengal. Engagement of the employees in the specified industries is crucial for the company because they can take responsibility for satisfying the client's requirements.

According to the view of Siengthai and Pila-Ngarm (2016), job satisfaction involves the employee's happiness with the job, and the employee's engagement means a sense of commitment and connection by advancing the organisational goals. Some employees are engaged due to higher pay, while others are engaged because of significant employer recognition. Sometimes, valuing the employee is crucial for the growth of the industry. Moreover,

employee satisfaction means that the workforce has enjoyed working with the company but may not be engaged with the firm. The satisfaction of the employees can be based on providing better pay, recognition and keeping a positive work environment. On the other hand, employee engagement can be a very critical process and requires the retention of top talent. Generally, retaining employees in the steel and heavy metal industries of West Bengal is very difficult because the employer does not focus on satisfying the needs and requirements of their employee owing to which, the turnover of the industry decreases accordingly. Moreover, disengaged employees do not find the motivation to work with the industry for longer and leave the job.

Background of the study

The steel industry of India has been divided into two sectors such as primary and secondary sectors. The primary sector produces slabs, billets, hot rolled coils, and other extensive integrated steel. According to the thesis postulated by the author Thalur (2015), the secondary sector involves the production of small units like galvanised coils, beams, cold rolled coils, columns, and angles. The role of HRM practices is to achieve the goals of an organisation by generating competitiveness in the company. However, the company also requires inventive staff who are risk-taking, flexible, and quick in making a decision and should be tolerant of various kinds of uncertainty in the workplace. More to context, the steel industry workers also face multiple types of uncertainty in the workplace. As per the view of Kustiawan et al. (2022), this can be due to the inappropriate strategy and the leader's planning. In addition, the IISCO Steel Plant's HR ensures that employees are engaged by providing them with the required benefits and remuneration.

Moreover, the engagement of the employees can lead to job satisfaction, which in turn can also enhance productivity. Furthermore, the industry IISCO Steel Plant always focuses on boosting the engagement of the employees. According to Yu et al. (2022, p. 7168), the company's strategy is that employee engagement can improve the work culture, increase productivity, enhance consumer relationships, reduce turnover, and affect organisational profitability. On the other hand, the HR of the Durgapur steel plant focuses on maintaining a strong relationship with the workforce to enhance their engagement. Creating an employee-friendly environment would help the greater engagement of the workforce with the company. Thus, it can be effective to boost the mental as well as the emotional connection of the employees with the company. Additionally, it can also help to enhance the satisfaction and motivation of the workforce. Employee engagement plays a vital role in boosting organisational success because of effective strategies.

Aims & objectives of the research

Aim of the study

The study aims to analyse the correlation between engaging the employee job satisfaction of the employees in the steel and heavy metal industries of West Bengal.

Objectives of the study

- To explore the role of HR in the engagement of the employees of steel and heavy metal industries in West Bengal.
- To examine the impact of employee engagement on the job satisfaction of steel and heavy metal industries in West Bengal.
- To evaluate the theories that can enhance the employee's engagement with the company of steel and heavy metal industries in West Bengal.

Hypothesis

H1: There is a strong connection between the role of HR practices and employee engagement activities

H2: There is a strong connection between job satisfaction and employee engagement activities

H3: There is a strong connection between employee relations and employee engagement activities

H4: There is a strong connection between performance appraisal and employee engagement activities.

2. Literature review

Define the term employee commitment and its impact on the organisational success

According to the opinion of Berberoglu (2018, p. 8), it can be defined that the commitment of the employees is the strength of the involvement and identification of an individual within an organisation. The job satisfaction of an individual employee, low-stress level and high level of motivation with the organisation does not always mean they are committed to the company. However, the steel and heavy metal industry employees in West Bengal tend to work better, ensuring less searching. It has also been analysed that the high level of commitment of an individual employee ensures a low level of employee turnover, tardiness and absenteeism. This can lead to increased profitability and satisfaction of the employee.

The various types of employee commitment are mentioned below,

Emotional commitment: As per the opinion of Dalkrani and Dimitriadis (2018), this type of commitment happens when the individual is associated with the firm for a longer duration of time and is connected with the firm emotionally. They tend to perform well and focus on fulfilling the goals of the company. On the other hand, emotional commitment can be beneficial for an individual as well as the industry.

Normative commitment: It is considered a type of experience faced by the employees that they do not have any personal desire to perform work activities. Committed employees have a weak relationship with job satisfaction and staff motivation.

Continuance commitment: This can be bound in a calculation and idiocentric decision-making process. The employees are committed to the firm but do not have many positive outcomes. In addition, it is related to the high level of stress. In addition, the employees often face an increased level of work-family conflict, owing to which they do not perform well.

The commitment of the employee is important and considered an essential parameter that can positively affect staff turnover and work-related intentions. Thus, the proper monitoring of the variable can offer a warning to the imminent employee turnover problems. It also offers a benchmark so as to evaluate the intervention, which aims to reduce the retention of the workforce.

Role of HR in the engagement of the employees of the steel & heavy metal industries in West Bengal

According to the thesis postulated by Wu et al. (2020), employee engagement is an essential part of the human resource department. They often examine the work performed by the employees and the issues faced by them in the workplace so that they can guide the employees accordingly. In addition, the role of the HR of the steel and heavy metal industries is to understand the grievances and conflicts in the workplace. Based on the problems faced by the employees, HR's responsibility is to resolve them and create a positive work environment. It has been examined that the engagement of employees with the company not only helps boost organisational productivity but also helps the industry to get brand recognition in the market. On the other hand, the employees would be engaged with the firm if they get recognition as well as rewards for performing well. The engagement of the employee is a mixture of ownership, loyalty, productivity, and commitment to the industry. According to the research conducted by the researcher, the employees of Birla Corporation show their enthusiastic involvement in the workplace and also the emotion, physiology, and cognition that often accompany the engagement of employees. This is because Birla Corporation also provides benefits and recognition to its workforce.

The engagement of employees is a wide term that often contains behavioural engagement and traits engagement, involvement of the employees, and their proactive personality. On the other hand, the drivers of employee engagement are career development retention of the talented workforce by offering them the opportunity for the development of their careers. It has been analysed that employees expect employers to help them to boost their careers. Indeed, the growth of the career of the employees is crucial because they can provide more input to organisational growth. The employer can also respect the opinion of their workforce, which can enhance their engagement with the company. As per the view of Wu et al. (2020), employers should ensure that the employees are allowed to take part in management decisions and make sure to make appropriate decisions.

On the contrary, forcing the employees to do better, irrespective of their expertise in that particular area, can affect the productivity of the company. In addition, they would not be able to perform because of the lack of motivation, owing to which their engagement with the company would be less. Thus, the engagement of the employee with the organisation is crucial in enhancing organisational productivity. This is also required to boost the overall confidence level of the employees and make them feel valued. In addition, employee engagement is a very difficult task faced by the HR department of steel and heavy metal industries in West Bengal. This is because a huge number of employees are associated with these industries, and dealing with their queries, issues, problems, and motivation factors is a big deal. Thus, the steel and heavy metal industries in West Bengal focus on boosting the engagement of the employees who are provided with compensation and benefits. Additionally, the high level of engagement of the employees is "inextricably" linked to performance-based appraisal, a safe work environment, and customer engagement. According to the thesis postulated by the authors Sahoo and Mishra (2012), SAIL is the largest "steel maker" in India, which has an overall turnover of approximately "Rs. 43,935 Crores" and has been the leading producer of steel across the world. In addition, employee engagement needs commitment and active support from the top-level management by establishing values, a mission, and a clear vision.

The impact of employee engagement on the productivity of the steel and heavy metal industries in West Bengal

It has been researched that the HRM of the company has dramatically changed in the last two decades because of competition, technological advancement, globalisation, and privatisation. On the other hand, the changes in the external environment have forced the companies to implement new practices in their workplace that would be effective in enhancing the higher level of performance. Thus, the HRM highlights the importance of employee satisfaction in the workplace and can enhance their engagement, owing to which the overall productivity of the industry boosts at a faster rate. Indeed, the positive attitude of the employees, such as loyalty, productivity, and job satisfaction, have been examined. According to the thesis postulated by the authors Ray and Ray (2011), these industries are required to treat their employees like valuable assets, which can improve their loyalty and commitment to the company. Therefore, the performance and quality of work of the employees can be improved, which can be effective for organisational productivity. As per the analysis, steel and heavy metal industries in West Bengal have been able to achieve success because they value their employees and treat them like an asset to the company.

Furthermore, human resource management practices, which can also be known as HR practices, play a crucial role in boosting the organisational structure. The HR of these industries hires candidates from the pool of applicants. Thus, selecting the right talent from the increased number of applicants is really a difficult task. More to the context, HR also motivates the employees and focuses on resolving their queries. It has also been examined that performance-

based appraisal is needed to motivate employees. In some organisations, the employees are paid more based on their interaction and influencing role. On the other hand, the employees who have been working hard are not paid better appraisals, owing to which they lose their motivation to work. Therefore, the lesser dedication of the employees of steel and heavy metal industries in West Bengal affects the productivity of these industries. Moreover, Shyam Steel Industries has been ensuring to provide better pay and appraisal based on their work as it is needed to motivate the employees. The company also concentrates on supervising the employees and providing them with the required training to boost their confidence.

The productivity of the firm can be improved if the employees are treated like the assets of the company. They should be allowed to take an active part in the decisions and the improvement of organisational activities.

Theories that can enhance the engagement of the employees of the steel and heavy metal industries of West Bengal

As opined by Mukhopadhyay, Zerah & Denis (2020, p. 580), employee engagement theory can be the formal idea that can support, inspire employees, and challenge them. It can also be effective as the organisation would increase the overall job satisfaction of the workforce and maximise the output of the employees. Thus, employee engagement can be defined as the enthusiasm and involvement of the employees' perspective in the work culture. It is necessary to understand whether the employees are engaged with the work or just putting in their time and energy with no positive result. This is a big problem faced by the employees of Steel and heavy metal industries because the employers do not focus on understanding the problems or the issues faced by the employees. They are concerned about the productivity of the employees and not about their job satisfaction. The employee engagement theories that will be used in this study are Maslow's hierarchy of needs, Herzberg's two-factor theory, and Vroom's theory of expectancy.

Maslow's hierarchy of needs

As stated by Hale et al. (2019, p. 111), Abraham Maslow focused on researching the aspects related to motivating human beings. Prior to this theory, Maslow and other researchers focused separately on various other factors such as power, achievement, and biology that explain the aspects which energise, sustain, and direct the behaviour of human beings. On the other hand, Abraham researched human needs in accordance with two groupings such as growth needs and deficiency needs. As opined by Huitt (2007), in the case of deficiency needs, the lower needs should be met, and then the higher level of needs are focused on being met.

Maslow's hierarchy of needs is known to be the motivational theory that often comprises the five tiers of human needs and depicts the hierarchical level in a pyramid. Maslow's hierarchy of needs includes self-actualisation, esteem, belonging, and physiological and safety needs.

Deficiency needs versus growth need

Maslow's Hierarchy of needs model has been divided into growth and deficiency needs. The four needs are physiological needs, safety needs, belongingness, and love needs; as esteem needs can be termed deficiency needs, the top-level needs can also be termed growth needs. It has been examined that deficiency needs often arise because of deprivation, and it is effective in motivating employees when their needs are not met. As per the thesis postulated by the author Hale et al. (2019, p. 118), Maslow states that an individual should satisfy the lower level of deficiency before focusing on meeting the higher level of growth needs. If the deficit needs are more satisfied or less satisfied, then they would go away, and the activities of the employees would be directed in such a way that meeting the following needs that are yet to be satisfied. The employees of the steel and other heavy metal industries often face problems dealing with the heavy work and require some refreshment. However, due to the lack of employee satisfaction, the outcome is not upto the mark, owing to which the productivity declines. On the other hand, the growth needs would be felt continuously and become stronger if they are engaged. This strategy has been followed by the steel and other heavy metal industries of West Bengal to motivate their workforce and enhance productivity. It is necessary for the leaders of the company to deal with the employees politely and make them feel satisfied. This can help to boost the engagement of the employees with the company. The engagement of the employee of steel and other heavy metal industries with the companies allow them to achieve the organisational goals and objectives. This can help the employees to grow and strive in the long run. Moreover, the need for growth among the employees is not due to the lack of something; instead, they have the desire to grow. Every individual employee has the desire to move up to reach self-actualisation. Unfortunately, their progress is disrupted because they are unable to meet their level needs. Life experiences such as unemployment, lack of job satisfaction, and others can lead to fluctuation of the employees in the hierarchy.

Physiological needs: It is one of the essential needs required for the survival of the human being, such as shelter, warmth, sex, air, food, sleep and drink (McLeod, 2007, p. 15). If the physiological needs of an individual are not fulfilled, then the body of an individual cannot function properly.

Safety needs: The person or an individual focuses on achieving their safety needs, such as stability, security, law, and freedom from any kind of fear. The employees working in heavy metal industries, such as Durgapur Steel in West Bengal, have to deal with heavy metals that are required to be used safely, but the organisation should care for the safety of their workforce.

Love belongingness needs: When an individual achieves safety and physiological needs, then they attempt to satisfy their social as well as belongingness needs. The needs associated with love and belongingness are acceptance, trust, friendship, affection, love, and others.

Esteem needs: It can be classified into two key categories such as respect from others, like prestige and esteem for self, and independence and achievement.

Self-actualisation needs the realisation of personal potential, peak experiences, personal growth, and self-fulfilment. According to the opinion of Cui et al. (2021), self-actualisation needs have been characterised by incorporating the preference for life, concern related to personal growth, being problem-focused, and the ability to peak experiences. Thus, Maslow has differentiated the need for self-actualisation by identifying growth needs.

3. Methodology

The methodological section is important for the successful conduction of any research project. "Positivism philosophy" is chosen for the successful conduction of this research to collect a successful result in research. As per the opinion of Marsonet (2019), the use of this philosophy helps to collect a wide range of information, which is important for achieving success in this research project. Moreover, the "deductive research approach" is considered for the successful conduction of research as the use of this approach helps to collect all authentic data from the survey process. "Exploratory design" is also chosen for the successful conduction of this research. It has been observed by Casula, Rangarajan, & Shields, (2021) that using this particular research design helps to provide flexibility to all individuals to collect more successful results in the research process. The "Primary Quantitative research method" is considered for collecting responses from 40 participants to get successful results in this research project. As this project is based on the primary survey, all data which are collected are totally authentic. T-test, correlation and regression analysis have been analysed here for primary quantitative measurement.

4. Analysis

Bayesian Estimates of Coefficients ^{abc}					
Parameter	Posterior			95% Credible Interval	
	Mode	Mean	Variance	Lower Bound	Upper Bound
Satisfaction_Management_Communication = Yes	1.194	1.194	.006	1.048	1.341
Satisfaction_Management_Communication = No	1.500	1.500	.014	1.266	1.734
a. Dependent Variable: Engagement_With_Job_Role					
b. Model: Satisfaction_Management_Communication					
c. Assume standard reference priors.					

Table 1: Bayesian ANOVA

(Source: As created by the author)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Engagement_With_Job_Role	50	1.2800	.45356	.06414
Satisfaction_Management_Communication	50	1.2800	.45356	.06414
Organisations_Interest_In_Skill_Development	50	1.2600	.44309	.06266

Table 2: T-Test_One-Sample Statistics

(Source: As created by the author)

Descriptive Statistics			
	Mean	Std. Deviation	N
Engagement_With_Job_Role	1.2800	.45356	50
Satisfaction_Management_Communication	1.2800	.45356	50
Satisfaction_Compensation_Benefits	1.3800	.49031	50
Skill_Development_Opportunities	1.3200	.47121	50
Conducive_And_Safe_Working_Environment	1.0000	.00000	50

Table 3: Descriptive Statistics

(Source: As created by the author)

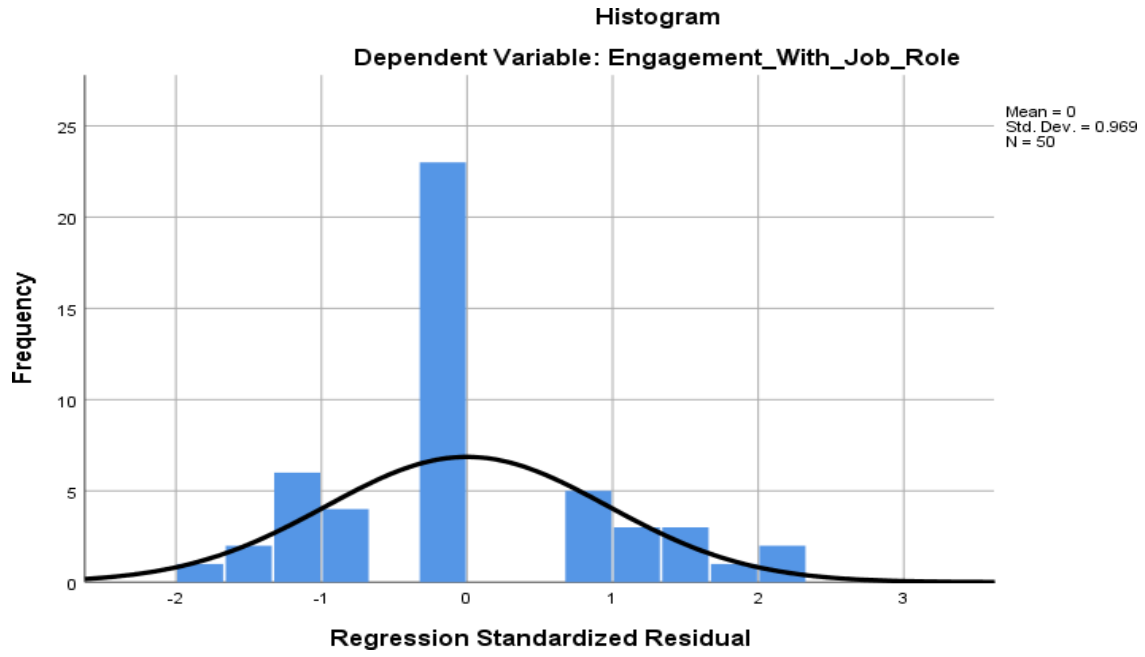


Figure 1: Histogram

(Source: As created by the author)

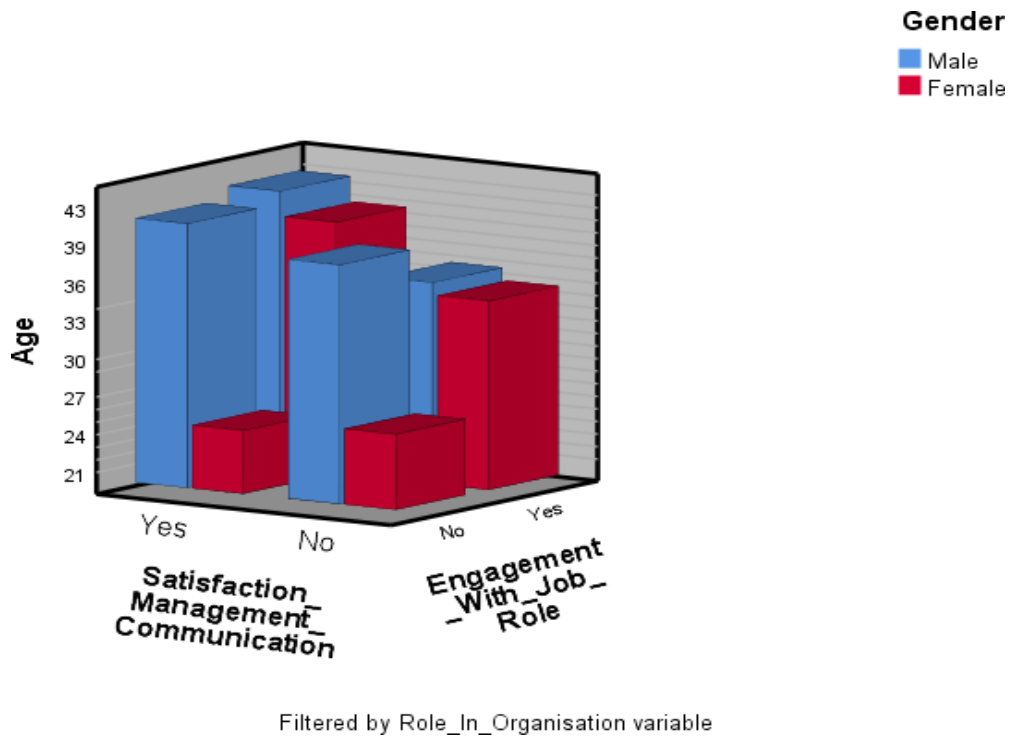


Figure 2: Clustered 3-D Bar of Age by Satisfaction_Management_Communication by Engagement_With_Job_Role

(Source: As created by the author)

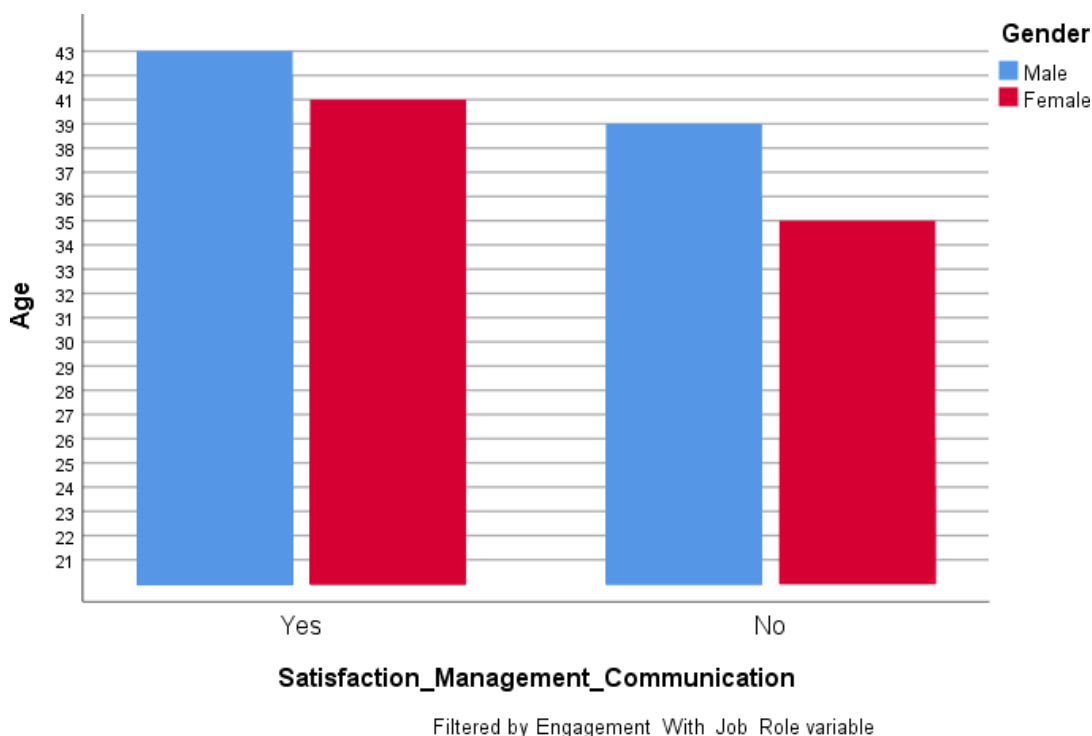


Figure 3: Clustered Bar of Age by Satisfaction_Management_Communication by Gender

(Source: As created by the author)

5. Findings

Bayesian ANOVA

The table presents Bayesian estimates for two categories of "Satisfaction_Management_Communication": "Yes" and "No," with respect to the dependent variable "Engagement_With_Job_Role." For "Yes" satisfaction, the estimated coefficient is approximately 1.194, indicating a moderate positive association with job role engagement. For "No" satisfaction, the estimated coefficient is approximately 1.500, suggesting a stronger positive association with job role engagement. The 95% credible intervals provide a range of plausible values for these coefficients, and they are narrower for "Yes" satisfaction, indicating higher precision in the estimate. The analysis further suggests that individuals reporting "No" satisfaction with management communication tend to have a stronger positive association with job role engagement compared to those reporting "Yes" satisfaction. However, there is more uncertainty in the estimate for "No" satisfaction. Interpretation should consider both point estimates and uncertainty.

T-Test: One-Sample Statistics

The "Engagement_With_Job_Role" variable has a mean score of 1.2800, suggesting a moderate level of engagement on average. The standard deviation and standard error provide insights into the variability and precision of this estimate. "Satisfaction_Management_Communication" also has a mean score of 1.2800, indicating that, on average, respondents reported a similar level of satisfaction with management communication. The standard deviation and standard error are consistent with the first variable. "Organizations_Interest_In_Skill_Development" has a slightly lower mean score of 1.2600, indicating a slightly lower perceived interest by organisations in skill development compared to the other two variables. Again, the standard deviation and standard error provide context regarding variability and precision. The standard deviation is approximately 0.44309, indicating some variability in respondents' perceptions of their organisation's interest in skill development. The standard error of the mean is approximately 0.06266, representing the precision of the sample mean.

Descriptive Statistics

Engagement With Job Role:

- **Mean:** The mean score for "Engagement_With_Job_Role" is 1.2800, indicating a moderate level of engagement on average.
- **Standard Deviation:** The standard deviation is approximately 0.45356, which suggests some variability in the levels of job role engagement.
- **N (Number of Observations):** There are 50 observations for this variable.

Satisfaction With Management Communication:

- **Mean:** The mean score for "Satisfaction_Management_Communication" is 1.2800, suggesting that, on average, respondents reported a similar level of satisfaction with management communication as with job role engagement.
- **Standard Deviation:** The standard deviation is approximately 0.45356, indicating variability in reported satisfaction levels.
- **N (Number of Observations):** There are 50 observations for this variable.

Satisfaction With Compensation and Benefits:

- **Mean:** The mean score for "Satisfaction_Compensation_Benefits" is 1.3800, indicating a slightly higher level of satisfaction with compensation and benefits compared to the previous variables.
- **Standard Deviation:** The standard deviation is approximately 0.49031, suggesting some variability in reported satisfaction levels.
- **N (Number of Observations):** There are 50 observations for this variable.

Skill Development Opportunities:

- **Mean:** The mean score for "Skill_Development_Opportunities" is 1.3200, indicating a moderate level of perceived skill development opportunities.
- **Standard Deviation:** The standard deviation is approximately 0.47121, implying variability in perceptions of available skill development opportunities.
- **N (Number of Observations):** There are 50 observations for this variable.

Conducive and Safe Working Environment:

- **Mean:** The mean score for "Conducive_And_Safe_Working_Environment" is 1.0000, which suggests that respondents rated the working environment as highly conducive and safe.
- **Standard Deviation:** The standard deviation is 0.00000, indicating no variability in responses for this variable.
- **N (Number of Observations):** There are 50 observations for this variable.

6. Discussion

The discussion is primarily about the importance of employee engagement in creating a positive work environment. It is also based on the factors that can enhance the engagement of the employees with the steel and heavy metal industries in West Bengal. In addition, the satisfaction of the employees can enhance their engagement, owing to which the organisational performance can be improved, and these industries can focus on innovation. Moreover, the key strategy of the firm is to keep the employees engaged, which in turn can help them to satisfy the needs of the customers. The search engine used to conduct the study is Google Scholar, authentic websites, books, peer-reviewed journals, and other reliable sources of information.

The engagement of employees is vital for ensuring the success and stability of the steel and heavy metal industries in West Bengal. This can also help to improve the productivity and profitability of steel and heavy metal industries in West Bengal. This is because the employees working in these industries are required to be hardworking and active. It may also be concluded that HR practices ensure that engaged employees can work with enthusiasm and provide a positive contribution to enhancing the reputation of these industries. It has been examined that a company having greater employee engagement means that it can score the highest growth in revenue. In addition, the factors responsible for enhancing employee engagement are a positive work environment, equal pay, equal opportunity for all, sick leave, extra pay, bonuses, casual leave, timely pay, and others. The employees should feel valued, which can enhance their interest in working dedicatedly. Moreover, the job satisfaction of the employees is necessary for the positive involvement of the workforce in these industries. The aim of my study is to measure the degree of association between job satisfaction and HR practices. Moreover, the purpose of job satisfaction is concerned with steel and heavy metal industries in West Bengal.

7. Recommendation for future studies

The studies related to employee engagement are huge, but still, more research should be conducted based on the engagement of employees. This is because in-depth analysis and evaluation need to be conducted. The literature review does not provide in-depth knowledge of the implications of cultural differences, personality traits, and employee demographics. In addition, the research is mostly on employee engagement that is focused on outcomes and antecedents, owing to which the mediating role of staff engagement between the key variables is neglected. Therefore, my hope is that future research should be based on the mediating role of engaging the employee and also the other employee's engagement factors, such as cross-cultural personality, as demographics ensure practical studies with various intervention measures which can be effective in improving the employee engagement through the longitudinal survey.

8. Limitations

The study is based on the various aspects related to employee engagement. However, the literature review has failed to capture all the areas associated with employee engagement as it has limited resources and time. Firstly, an ample amount of research findings in relation to theoretical basis, outcomes, antecedents, and definition of the engagement of employees. Secondly, employee engagement in the study highlighted only individual engagement and did not involve organisational engagement and team engagement. Thirdly, less emphasis has been given by the author on the impact of team engagement on the success of these industries.

9. Conclusion

The aforementioned details related to employee engagement and their impact on HR practices and job satisfaction have been explored. It has also been discussed that the correlation between engagement and HR practices is necessary for enhancing organisational performance. This can be effective for these industries to achieve their organisational goals and objectives. Human Resources Management is necessary for enhancing the overall performance of these industries. The employee plays an essential role in improving the productivity and brand value of the company in the long run. They take an active participation in influencing the clients by satisfying their requirements and needs. On the other hand, employee engagement is essential because the engagement of the employees shows their dedication towards the organisation, which can enhance the profitability of the firm. There are numerous factors associated with boosting employee engagement, such as motivation and compensation. In addition, the other factors responsible for enhancing employee engagement are a positive work environment, equal pay, equal opportunity for all, sick leave, extra pay, bonuses, casual leave, timely pay, and others. It may also be concluded that the impact of motivation on the performance of employees has been discussed through the use of motivational theory. This manuscript is based on the sources of primary information and is analytical in nature. Moreover, the use of authentic sources of information by making use of analytical tools, Google Scholar and other authentic websites has helped the authors to provide authentic information related to the topic.

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