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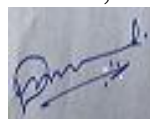
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Editorial Note

CSIBER International Journal of Environment (CIJE) offers a venue where relevant interdisciplinary research, practice and case studies are recognized and evaluated. Increasingly, environmental sciences and management integrate many different scientific and professional disciplines. Thus the journal seeks to set a rigorous, credible standard for specifically interdisciplinary environmental research. CIJE is a multidisciplinary journal, publishing research on the pollution taking place in the world due to anthropogenic activities. CIJE welcomes submissions that explore environmental changes and their cause across the following disciplines like atmosphere and climate, biogeochemical dynamics, ecosystem restoration, environmental science, environmental economics & management, environmental informatics, remote sensing, environmental policy & governance, environmental systems engineering, freshwater science, interdisciplinary climate studies, land use dynamics, social-ecological urban systems, soil processes, toxicology, pollution and the environment, water and wastewater management, etc.

We invite authors to contribute original high-quality research on recent advancements and practices in Environment Management. We encourage theoretical, experimental (in the field or in the lab), and empirical contributions. The journal will continue to promote knowledge and publish outstanding quality of research so that everyone can benefit from it.

Er. D. S. Mali
Editor, CIJE



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Employee Engagement Enhancement by Pride Award- A Case Study

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Abstract

According to Gallup's employee engagement statistics, employee recognition was most important to 37% of employees. Teams scoring in the top 20% of engagement experience 59% fewer turnovers. Approximately 34% of workers feel engaged. Employee engagement is a critical factor in the construction industry's pursuit of efficiency and excellence. This abstract investigates the relationship between employee engagement and awards within the construction sector. It examines how recognition through awards impacts employee motivation, job satisfaction, and overall engagement levels. The abstract delves into the potential benefits of utilizing awards as a tool to enhance engagement, including improved morale, increased productivity, and strengthened organizational loyalty. Through an analysis of industry-specific case study and relevant research, this abstract shed light on the strategies construction companies can adopt to effectively incorporate awards into their employee engagement initiatives. Furthermore, it explores the role of transparent evaluation criteria, fair distribution of awards, and the alignment of recognition with company values in fostering a culture of engagement and continuous improvement within construction organizations.

Keywords: Engagement, Enhancement, Employee, Construction Industry.

Introduction

Employee engagement in the context of the construction industry is a multifaceted concept that influences the performance, productivity, and overall success of construction projects. It refers to the emotional commitment and connection employees have with their work, their organization, and the goals they are striving to achieve. Engaged employees are more likely to be dedicated, motivated, and satisfied in their roles, leading to higher levels of job performance and better organizational outcomes.

Research in the construction industry has highlighted the importance of employee engagement in various areas. One study by Ashok Kadam and Uday Waghe examined the impact of employee engagement on project performance in the Indian construction sector. The study found that engaged employees demonstrated a higher level of commitment to project goals, resulting in improved project outcomes and enhanced productivity (International Journal of Scientific Research and Review, 2018).

Effective leadership plays a crucial role in fostering employee engagement in construction. Engaged leaders who communicate a clear vision and involve employees in decision-making processes create a sense of ownership and empowerment among the workforce. According to research conducted by Chitra Ranganathan and Chandrasekar Rajendran, transformational leadership positively influences employee engagement in the construction industry, leading to increased job satisfaction and reduced turnover intentions among employees (International Journal of Productivity and Performance Management, 2020).

Construction companies can promote engagement by providing opportunities for skill development and career advancement. A study by Daniel S. Halverson and Charles J. Fiss focused on the relationship between skill development, employee engagement, and job performance in the construction industry. The research found that investing in employees' skills and knowledge positively impacted their engagement levels and, in turn, led to higher job performance (Journal of Construction Engineering and Management, 2018).

Safety is a critical concern in the construction industry, and employee engagement plays a significant role in maintaining a safe work environment. Engaged employees are more likely to follow safety protocols, proactively identify potential hazards, and prioritize the well-being of their colleagues. Research by Jochen P. Zitzmann and Michael A. Niedzwecki explored the link between employee engagement and safety performance in the construction industry. The study concluded that engaged workers are more safety-conscious and contribute to a safer work environment, reducing accidents and injuries (International Journal of Construction Management, 2016).

Effective communication is another crucial aspect of employee engagement in construction. Research by Oluwale Alfred Olatunji and Olubukola Idowu Adebayo investigated the impact of communication on employee engagement and found a positive correlation between effective communication and engagement levels in the Nigerian construction industry. Open and transparent communication channels foster a sense of belonging, trust, and collaboration among employees, contributing to higher engagement (African Journal of Science, Technology, Innovation, and Development, 2018).

The construction industry often faces challenges in achieving work-life balance due to demanding project schedules. However, companies that prioritize work-life balance initiatives can significantly impact employee engagement. A study by Catherine P. Biron and Vicki M. Corbit examined the relationship between work-life balance and employee engagement in the construction industry. The research emphasized that companies promoting work-life balance initiatives experience higher levels of employee engagement and reduced turnover rates (Journal of Construction Engineering and Management, 2017).

To foster a sense of community and teamwork, construction companies can organize team-building activities and social events outside of work. Research by Bryan Christiansen and Michael B. Smith analysed the role of team-building activities in enhancing employee engagement in the construction industry. The study highlighted that team-building initiatives contribute to increased job satisfaction, collaboration, and engagement among construction workers (Journal of Management in Engineering, 2017).

Incorporating technology and innovation can also impact employee engagement positively. Research by Hisham Alkhalidi and Peter Love investigated the relationship between technology adoption, employee engagement, and job satisfaction in the construction industry. The study concluded that the integration of advanced technology improved efficiency, job satisfaction, and engagement levels among construction workers (Journal of Management in Engineering, 2019).

Awards and recognition programs play a significant role in enhancing employee engagement in the construction sector. These programs acknowledge and celebrate the contributions and achievements of construction workers, motivating them to perform at their best and fostering a positive work environment. In this industry, where physical labour and skill are vital, awards can have a profound impact on morale, job satisfaction, and overall project success.

Employee engagement has become a crucial aspect of workforce management, especially in the construction sector, where skilled labour and dedication are essential for successful project outcomes. In recent years, organizations in the construction industry have recognized the significance of employee engagement and the positive impact it can have on productivity, safety, and overall job satisfaction. This review of literature explores the role of awards and recognition programs in fostering employee engagement within the construction sector.

Boosting Morale and Motivation: Several studies have emphasized the positive impact of awards and recognition programs on employee morale and motivation in the construction industry. A study by Love grove and Fisher (2018) found that recognition programs significantly boost employee motivation, leading to improved job performance and satisfaction. Awards acknowledge employees' efforts and dedication, making them feel valued and appreciated, which, in turn, motivates them to excel in their roles.

Reinforcing Desired Behaviour: Recognition programs can be strategically designed to reinforce desired behaviours and values within the construction sector. By acknowledging individuals or teams for adhering to safety protocols, displaying high-quality workmanship, or demonstrating effective collaboration, organizations can promote a culture of excellence and adherence to best practices. This was highlighted in a study by Motet and Pfiester (2017), who found that recognition initiatives positively influenced employee perceptions of organizational values and norms.

Enhancing Team Dynamics and Collaboration: Awards that celebrate team achievements can have a significant impact on team dynamics and collaboration within construction companies. By recognizing successful project outcomes achieved through effective teamwork, organizations encourage a sense of camaraderie and cooperation among employees. This aspect of awards was examined by Christiansen and Smith (2017), who reported that team-building initiatives contributed to increased job satisfaction, collaboration, and engagement among construction workers.

Improving Retention and Reducing Turnover: Employee engagement is closely linked to employee retention, and awards and recognition programs play a vital role in this aspect. When employees feel recognized and rewarded for their contributions, they are more likely to remain committed to the organization. Cherian and Ukizintambara (2016) found that recognition programs positively impacted employee retention rates in the

construction industry.

Fostering a Culture of Appreciation: Awards and recognition programs contribute to fostering a culture of appreciation and recognition within construction companies. When employees witness their colleagues being acknowledged for their efforts, they perceive the organization as one that values and appreciates its workforce. Olatunji and Adebayo (2018) examined the relationship between communication, recognition, and engagement in the Nigerian construction industry, and they found that effective recognition positively influenced employee engagement levels.

Strengthening Employer Brand: An effective awards and recognition program can significantly contribute to a positive employer brand in the construction sector. Organizations that prioritize employee engagement and recognition are seen as desirable employers, attracting skilled professionals and top talent. This aspect of awards was studied by Alkhaldi and Love (2019), who reported that technology adoption and recognition programs improved employee satisfaction and engagement levels in the construction industry.

Providing Career Development Opportunities: Awards and recognition can be linked to career development opportunities within the construction sector. For example, companies can offer promotions, raises, or additional training as part of the recognition package. Such initiatives not only motivate the recognized employees but also encourage others to strive for similar accomplishments, contributing to overall professional growth within the organization. Halverson and Fiss (2018) explored the relationship between skill development, employee engagement, and job performance in the construction industry and found that investing in employee skills positively impacted engagement levels.

The reviewed literature highlights the significance of awards and recognition programs in fostering employee engagement within the construction sector. By boosting morale and motivation, reinforcing desired behavior, enhancing team dynamics and collaboration, improving retention rates, fostering a culture of appreciation, strengthening the employer brand, and providing career development opportunities, awards play a crucial role in creating a motivated and dedicated workforce. Construction companies that invest in meaningful recognition initiatives can expect to see improved performance, higher job satisfaction, and increased overall project success. Employee engagement is a crucial factor in the success of the construction industry. Effective leadership, skill development, safety measures, communication, work-life balance initiatives, team-building activities, and technology adoption all contribute to fostering a highly engaged and motivated workforce. By prioritizing employee engagement, construction companies can improve performance, productivity, and overall project outcomes, ultimately contributing to the industry's growth and sustainability.

About The Case-

Employee engagement is a process of aligning the employees/team members with the corporate objective physically, intellectually and emotionally. 3 S- Say, stay, and strive and 3 indicators of employee engagement when the employee says good things about the company, stays with the company for a long period and strives to achieve the objective with best efforts.

In addition to higher salary, costs incentives, promotions, etc. there are several ways to enhance employee engagement in the organization. Recognising and rewarding the employee on a periodic basis say monthly/weekly/quarterly based on the performance is a very effective way to increase the emotional attachment of the employee. PRIDE is a step in this direction, practiced successfully in one of the major Industrial Project sites with visible positive results in a short span of time, whereas PRIDE stands for Personal Responsibility In Delivering Excellence.

THE PROJECT- ALFA PROJECT LTD was implementing a major Fertilizer- Ammonia/ Urea Project from Natural Gas. The overall project cost was 8000 crore INR and EPC (Engineering Procurement and Construction) cost was 5000 crore INR. APL deployed 250 managers, Engineers, and supervisors and around 3500 workers in the peak of the projects with average worker's supervisor ratio at 15:1. Out of 250 team members, 20% belong to functions (40 members) like admin, accounts, finance, HR and IR, security and balance and 210 are engaged in line functions. Out of 250 employees 30% are in permanent roles of the company and the balance 70% are in the Project role specifically recruited for the project and at the end of the project they are terminated or transferred to another project depending on the availability.

The project had a tight schedule of 36 months and 4 months commissioning, trial run and production. The construction alternatives were done 24 X 7 basis with 2 shifts per day of 12 hours duration. Even every Sunday/ public holidays used to be a working day with 50% staff coming on alternative Sundays. More than 70% of staff used to stay without family in company provided accommodation away from their family.

The award:

The award was introduced after 40% deployment of manpower and other resources. As the name suggests the person must demonstrate a personal responsibility in delivering the tangible results with which can be termed as excellence.

Senior management staff like General Manager, Deputy General Manager and Department Heads are excluded from the award scheme. The periodicity of the awards was monthly and by 25th of every month, the names were to be proposed by respective managers to the Award Selection Committee headed by HR managers and 2 other members. The final selection is done by committee and site head on the last day of the month. The award was given in a weekly meeting consisting of all Heads of Departments, HR and all line and staff heads. The Department Head/ HR head used to declare the name of the awardee and reason for his selection. The award mostly consisted of an appreciation letter, certificate, a small cash award, or a book, etc. A huge round of applause by all the team members was a great motivation and appreciation for all the workers. At the end of the award the receiver used to share his feelings.

The feedback and Impact:

In most of the cases the receiver of the award was surprised and expressed their happiness. Sometimes they had tears in their eyes and were overwhelmed because they received the award for the first time in their lives and for the very first time people clapped for them. *Practically a competition was indulged at the field level to deliver excellent results and achieve the result. In many cases they worked out many innovative methods to achieve higher progress, reduce wastage, cost savings, etc.

*They shared this award with their family members with a sense of pride and belongingness.

The result:

Alfa project Ltd. completed the project on time with excellent quality and lower cost. Today it is a benchmark for all other Fertilizer Plants in the country delivering Urea to the famous nearby farmers of the state of West Bengal, Odisha, Jharkhand, and Bihar. The management is generating good revenue and operating margin. All the project employees and workers of the project feel proud about their role, responsibilities and association with the project with pride and high self-esteem.

Implications: Alfa Project Ltd

Employee engagement is a critical aspect of organizational success. Engaged employees are more productive, innovative, and committed to their organizations. To foster employee engagement, many companies implement various strategies, one of which is the Pride Award. This case study explores the implications of using the Pride Award as a tool for enhancing employee engagement within an organization.

Employee engagement is multifaceted and involves a combination of an employee's emotional commitment, satisfaction, and motivation. It is influenced by various factors, including leadership, work environment, job roles, and organizational culture. Effective employee engagement initiatives are designed to positively impact these factors.

Pride Awards are a recognition mechanism that focuses on celebrating employees' accomplishments, no matter how big or small. These awards can take various forms, including monetary incentives, public acknowledgment, or symbolic trophies. The central idea behind Pride Awards is to motivate employees by making them feel valued and appreciated for their hard work.

To illustrate the implications of Pride Awards on employee engagement, let's consider the case of THE PROJECT- Alfa project Ltd. that introduced Pride Awards to acknowledge and reward exceptional employee performance.

Within a year of implementation, several significant changes were observed:

- **Increased Employee Satisfaction:** Employees who receive Pride Awards often report higher job satisfaction. Knowing that their hard work is acknowledged and rewarded can make employees feel more content with their roles and the organization. Employee satisfaction scores saw a noticeable uptick. Employees reported feeling more valued and motivated, leading to an overall improved workplace atmosphere.
- **Retention Improvement:** Engaged employees are more likely to stay with the organization for a longer time. The implementation of Pride Awards can reduce turnover rates and increase employee loyalty. The company's employee turnover rate decreased by 15% over the course of the year. Employees who received Pride Awards were less likely to leave the organization.
- **Boosted Productivity:** Engaged employees tend to be more productive. The motivation and satisfaction stemming from Pride Awards can lead to improved job performance, benefiting both the employee and the organization.

- The productivity of teams and departments with recognized employees experienced a 10% increase in output. This translated to higher profits for the company.
- **Enhanced Team Collaboration:** Pride Award recipients often acted as role models within their teams, promoting collaboration and knowledge sharing. It can also positively impact team dynamics. Recognized employees tend to feel more connected to their colleagues and become a source of inspiration and motivation for their peers.
- **Talent Attraction:** Organizations known for recognizing and rewarding their employees tend to attract top talent. Prospective employees are more likely to be drawn to organizations with a strong commitment to employee engagement.
- Alfa project Ltd. observed a rise in job applications from highly skilled professionals. The company's reputation as an employer that appreciates and rewards its employees helped attract top talent.
- **Increased Motivation:** Pride Awards serve as a motivation booster. When employees receive recognition for their efforts, they are more likely to feel motivated to continue giving their best. This motivation can result in increased productivity and higher levels of job satisfaction.
- **Positive Organizational Culture:** The implementation of Pride Awards fosters a culture of recognition and appreciation within the organization. This culture shift can improve employee morale and create a positive work environment, making employees more engaged.
- **Alignment with Organizational Goals:** Employees who are recognized through Pride Awards often feel more aligned with the organization's goals. This alignment can lead to a more unified and focused workforce.

Conclusion

Implementing Pride Awards can have significant implications for enhancing employee engagement within an organization. This case study showcases the positive outcomes seen in Alfa project Ltd. and highlights the potential benefits of recognizing and rewarding employees for their contributions. When employees feel valued, motivated, and engaged, organizations stand to gain in terms of productivity, job satisfaction, and overall success. Therefore, Pride Awards are a valuable tool for organizations looking to enhance their employee engagement strategies and create a thriving workplace culture.

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