

Perceived Organizational support and Job Satisfaction: mediating role of employee engagement

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ABSTRACT

Companies in established and emerging economies are also currently experiencing the characteristics of post-industrialization. This study aims to explain the expression of individual emotions and attitudes through a structure that describes the behavioral, cognitive, and emotional areas of work-related responsibilities. One of the variables is employee involvement. Perceived organizational support (POS) and P-O compliance (P-O compliance) serve as a precursor to organizational involvement and job satisfaction, and employee involvement acts as an intermediary. Data from 6 Indian companies and 246 Indian managers are used to test the route model. Studies show that P-O-Fit and POS affect employee engagement, whichever in turn affects organizational engagement and job satisfaction. Looking at colleagues working positively, the results show that they are motivated to work harder. P-O-Fit refers to the degree to which the values of an organization and the values of its employees are in harmony.

Keywords:

INTRODUCTION

This study aims to explain the expression of individual emotions and attitudes through a structure that describes the behavioral, cognitive, and emotional areas of work-related responsibilities. One of the variables is employee involvement. Perceived organizational support (POS) and P-O compliance (P-O compliance) serve as a precursor to organizational involvement and job satisfaction, and employee involvement acts as an intermediary. Data from 6 Indian companies and 246 Indian managers are used to test the route model. Studies show that P-O-Fit and POS affect employee engagement, whichever in turn affects organizational engagement and job satisfaction.

This study seeks to prove the validity of employee involvement and organizational involvement as separate variables. The authors performed a confirmatory factor analysis of and used the discriminative validity of to see if employee involvement and organizational involvement were

clearly defined. We compared a one-element model that uses both components with a two-element model that distinguishes between employee involvement and

organizational involvement with AMOS software (version 17.0). It also provides evidence of a link between work satisfaction and employee involvement.

Looking at colleagues working positively, the results show that they are motivated to work harder. P-O-Fit refers to the degree to which the values of an organization and the values of its employees are in harmony. This leads to more goals and psychological safety, which in turn leads to higher employee involvement. As a result, people with values that are in line with the company's values are given more responsibility and feel safer. Employees who are enthusiastic about their work are more likely to have strong loyalty and trust in their employer. This shows that the worker is more attached to his employer for his employment. The focus of this article is employee involvement and organizational involvement.

Most HR managers used to follow the idea that "happy workers are productive workers." When it came to individual and organisational performance, it was thought that if the index of workplace happiness, which is a combination of positive levels of job satisfaction, organisational commitment, and negative levels of intention to quit, was moderately high, it would result in successful levels of both. Even though this is a clear line of thinking, it has some flaws, like not taking into account all the possible outcomes.

- a) It attributes individual and organisational performance to some attitudinal variables;
- b) It doesn't take into account a number of contingent factors that affect individual and organisational criteria; and
- c) It doesn't explain where variables like commitment and satisfaction come from..

As a result, conventional approaches to explaining individual and organisational results have been questioned in light of today's more complex, dynamic, and unpredictable business environment (Pasmore & Khalsa, 1993). Our findings clearly show how important it is to look at these previously exogenous characteristics as if they were endogenous to better understand how they influence both individual and organisational performance.

Before we get started, let's assume that there are certain tricks that motivate people to show their feelings and attitudes in their own way at work (Griffin et al., 2008). We aim to explain individual attitudes and emotional expressions through a composition that includes the cognitive, emotional, and behavioral aspects of work-related roles. A powerful factor focused on the emotional sentiment of the importance of meeting the formal role requirements of employee psychological availability, security, and employee involvement is our discovery (Kahn, 1990; Bhatnagar, 2009). According to Social Exchange Theory (SET), individual loyalty and attachment to an organization appear to mediate the norms of exchange. When employees believe that their temperament is suitable for their organization, they are more likely to show positive feelings and involvement (Kahn, 1992; Schneider, 1997).

People-Organization-Fit (P-O-Fit) is being considered as a precursor to organizational involvement and work satisfaction through employee involvement in the current study that summarizes the research strands.

EVER-CHANGING HRM OUTLOOK:

Need of The Study

A highly committed manager and consultant in Western and Indian literature (Parkes et al., 2007) since the publication of McKinsey Quarterly's talent management research in 1998. Globalization and diversification pose significant challenges for organizations as they adopt stronger power-sharing and participatory administration following deregulation (Bhatnagar, 2006). As a result of "rewarding companies" implementing strategies such as Strategic Creative HR, Six-Sigma Human Resources, Loyalty-Based HR, the landscape of human resources management practices in India has evolved to change (Bhatnagar, 2009). Many people are fascinated by multinational corporations that offer superior work environment cultures as well as higher compensation packages, making them attractive workplaces (Bhatnagar, 2009).

Recently, Sathish & Venkatrama (2010) found that in the Indian IT industry, be deficient in significant task lack of work that allows self-expression, and poor relationships are all predictors of alienation from work. I found that. The survey revealed that one in five knowledge workers was dissatisfied with the work environment. To maintain a motivated workforce, practitioners and organizations are encouraged to take precautions against the alienation of employees. Recognized organizational support and personal and organizational fitness have been found to have a direct impact on employee involvement. This, in turn, can lead to differences in organizational involvement and work satisfaction. As a result of this strategy, the work environment with more enthusiastic employees can be improved.

Indian line up and HR managers require to focus on leveraging talent for least job hostility and high engagement, creates job satisfaction and meaningful work in the environment Look for factors that perform.. As a result, employees who have a better relationship with themselves and the organization may be more actively involved. A recent study by Nair (2010) found that the intertwining of an employee's personal identity with the company's identity strengthens the employee's sense of belonging to the company. These details affect the real world and should be thoroughly investigated in the field.

POS and (P-O) Fit

Companies in established and emerging economies are also currently experiencing the characteristics of post-industrialization. This emphasizes the relationship between personal and social development in their social ecology (Bell.1973 et al). If you want to understand this state of affair in terms of organizational support theory, a suitable support system (Eisenberger, Huntington, Hutchison & Sowa, 1986; Sowa & Huntington, 1986). workforce with a sense of organizational support are better prepared to adapt and innovate in the face of environmental challenges (Macey & Schneider, 2008).

Research (Byrne et al 2009) shows that employees who are strongly motivated by organizational support are more likely to be satisfied with their work or the organization in which they work. increase. More importantly, employees are guaranteed not only financial compensation and profits, but also employer support, trust in the company and respect for their

position within the organization (.Relyea.2006 et al).. This alternative relationship between employees and the company allows them to claim that they can use their strengths without fear of self-esteem, social status, or employment. Employees can better understand their work and connect more positively with their colleagues when they feel psychologically protected. In fact, POS provides incumbents with the belief that they have the physical and mental reserves needed to perform their job-related duties. This is consistent with almost every element of the work environment (Saks, 2006).

As a result, employees are eager to enter the company and "rush" into work. Our first hypothesis is based on what we have learned so far.

Hypothesis 1: POS is actively associated with employee involvement.

Modern business theory encourages people to make decision and fulfill their responsibilities (Biswas, Varma.2007; Bhatnagar & Sharma.2005, Bhatnagar, 2007). When workers feel "fit" to their employer, they are more likely to use the freedom associated with autonomy to carry out their work responsibilities (Arthur.Bell.Villado, Doverspike.2006).). With its own internal standards, companies are more likely to hire, retain, and train employees to meet their requirements (Adams. Et al., 1994; Bowen.et al., 1991). P-O conformance in organizational behavior refers to the relationship between an individual and an organization that can be conceptually considered "complementary" or "complementary." Complementary and complementary adaptations to the organization are possible if the individual and the organization share the same values (Cable, DeRue.2002 et al). For this reason, workers who are more enthusiastic about their work or organization are likely to be looking forward to their commitments both inside and outside the work if they expect equal disposition between themselves and their employer. I understand. This is complementary. The result (Kahn. 1996; Schneider. 1997). We can conclude that the relationship between an individual in the SET domain and that organization is strengthened by Supplemental Fit, but Complemental Fit is responsible for implementing the consequences of that relationship. "Complementary adjustments occur when individuals and situations meet other needs," says Christoph (1996). Also, in this context, pertinent literature demonstrations that personnel want a good connection between their work and the organization in which they work, and this desire is the values and expectations of individuals and companies. It will be enhanced when it matches. Organizational identity, organizational involvement, and ability to perform duties all depend on solid P-O compliance (Russel and Werbel.2006; Taris, Feij and Van Vianenm.2008). The idea of P-O- Fit is important to consider as it shows how workers understand a common purpose with their employer (Van et al., 2007). As a result, individuals can better understand the purpose of their work and raise awareness of their work obligations. By giving the feeling of belonging to a group, the psychological sense of security of employees is further enhanced. Based on the above discussion, we made a proposal. Employees with high P-O compatibility with the organization are more likely to engage.

Commitment to the Organization

A sense of “flow” is essential to encourage employee participation. Csikszantmihalyi (1975) argue that they experience a "flow" when people are in perfect harmony with their situation. It defines him as a balanced perception of the world. The sense of unity between self and the environment is felt by those who are in a "flow" state.

However, according to May et al (2004), care must be taken when understanding employee ownership as a "flow." Unlike the term flow, which focuses on employee cognitive involvement, employee involvement includes employee involvement at all three levels. Emotional and psychological attachment to the workplace or organization can also be promoted through involvement in the workplace (May et al., 2004; Saks., 2006). In fact, individuals are exposed to emotional labor when there is a discrepancy between the emotions they feel and the emotions the organization seeks, and as a result, avoid work or work for fear of increased stress (et al Feldman, 1996).

From this we can conclude that engaged workers have a moral imperative for social and emotional attachment to the source of engagement, the workplace and the employer. As a result, employees who believe they are actively involved in the workplace or company value this connection. For this reason, they are willing to maintain their professional and organizational affiliation. Previous studies (Cropanzano and Mitchell., 2005; Schaufeli and Leiter; Schaufeli and Bakker., 2004) support this argument. As a result, we came up with a third theory.

Hypothesis 3: Dedicated employees are more enthusiastic about the company

Satisfaction with One's Work

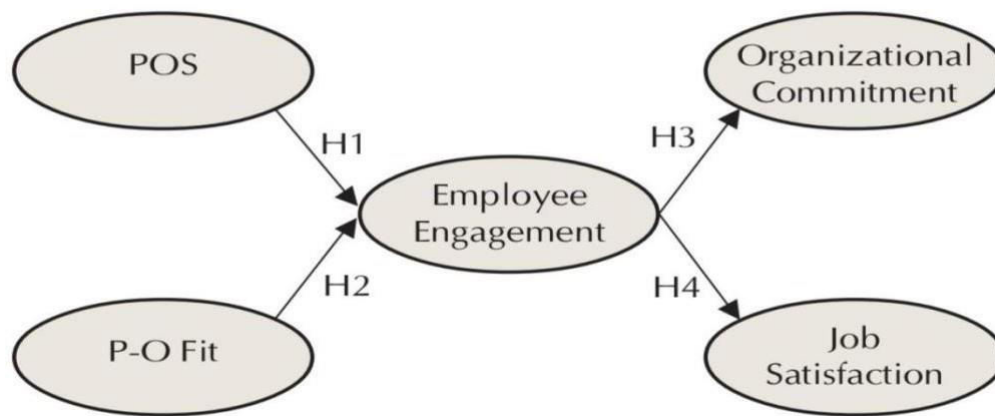
For this reason, employee involvement can be seen as a composition focused on workplace psychological events that strengthen ties between employees, the workplace, and organizations (Buckingham and Kahn , 1992.; Luthans and Peterson, 2004). It turns out that the magic is broken and the social distance is far away among the employees who are not involved in the work (Hochschild, 1980). This may be true for some employees, but not for actively engaged employees. Self-efficacy is linked to employee involvement, which makes it easier for workers to use their psychological and emotional skills to do their jobs (Chernyshenko et al., 2018). Employee involvement is considered a component of emotional motivation, and employees who experience it report being more satisfied with the roles and responsibilities of their work. Passionate employees are not only enthusiastic and energetic at work, but also more productive (Schaufeli et al., 2008.; Bakker & Demerouti, 2008) And become more enthusiastic about their work. As a result, the employees engaged are highly absorbed in their role responsibilities and therefore employ all possible means to achieve what is needed to achieve their work goals. Insist. Extending this concept, we can say that people experience essential well-being and satisfaction when their career goals are achieved. As a result, the fourth hypothesis can be summarized as follows: According to Hypothesis 4, employee involvement should have a significant impact on employee job satisfaction.

As we've seen, the four hypotheses that we wish to empirically compare include the study variables POS, P-O compliance, employee engagement, organisational engagement, and job satisfaction. But the idea that employee involvement is related to POS and P-O fit, organisational involvement, and

job satisfaction doesn't mean that it can't also be caused by these other ideas. We plan to test the route model shown in Figure 1 to measure organisational engagement and job satisfaction. The employee engagement function between perceived organizational support and P-O-Fit will be a precursor to this test. This document is based on the idea that Hypothesis 5 is the full route model.

Hypothesis 5: high level of employee involvement positively mediates the relation between perceived organizational support and P-O fit and organizational involvement and job satisfaction

Figure 1: The Path Model Associating the Latent Constructs



METHOD

Samples and Methods

As part of the survey, we interviewed 300 full-time employees of companies in central and northern India. The survey was conducted by employees at each workplace during normal working hours. We pledge confidentiality, both verbally and in writing, to encourage employees to express themselves freely. In addition, it was clarified that only group data is shared with the organization. Using sealed envelopes, researchers distributed and collected surveys. 82% of the participants (N = 246) answered the questionnaire. The average age of survey participants was calculated to be 33.33 years. Men accounted for 87.10% of the 221 responses and women accounted for 12.90%. The average length of service of employees was 12.28 years. Measures POS.

Extensive previous research on POS research (Rhoades & Eisenberger, 2002; Eisenberger & Stinglhamber, 2011) found it to be reliable and one-dimensional. The abbreviations for POS were used by respondents to evaluate POS. As suggested by Rhoades & Eisenberger. (2002), we included in the survey elements that we felt covered the concept of POS (ie, assessing employee roles and caring for employee benefits). "My organization really cares about my well-being," and "My organization helps me when I need special benefits," was an example of a previous statement. Respondents rate each statement on a scale of 1 to 4, one for "very disagreeable" and four for "very disagreeable." It fits well, P-O. Three items, Cable and Judge, were used to measure variable P-O fit (1996). Answers were rated from 1 (very disagree) to 4 (very disagree). My score is consistent

with the organization's current contact score. This is a sample item for scale.

Employee participation. Saks created an 11-point scale to measure employee involvement (2006). Employee engagement was measured using two components: work engagement and organizational engagement, which consisted of five and six items, respectively. "I am very passionate about my work," and "being part of this company is one of the most exciting things for me," was rated on a four-point scale (strongly agree). I strongly opposed doing it and it was completely closed).

Integration into the company. Scales developed by Rhoades, Eisenberger, and Armelli were used to measure the concept of organizational involvement (2001). Using a four-point scale, each of the six questions was rated on a scale of 1 (very disagreeable) to 4 (very disagreeable). Example question: "Working for my company is personally meaningful to me." Job Satisfaction Researchers use a three-step scale developed by Camman, Fichman, Jenkins, and Klesh (1983). Used to assess employee satisfaction with the work. Respondents used a four- step scale to show how much they agreed or disagreed with each statement. Controltable variables: age, length of service, length of stay with a direct supervisor, and level of education of participants were included as control variables for all statistical analyses. This is consistent with previous studies (Avolio et al., 2004).

Common Method Bias

The survey used a common group of respondents to collect data, so there was concern that bias from a common method could affect results (Podsakoff, 2003). Harman's one-factor test was used to resolve this issue. All researched variables must undergo non-rotating factor analysis as part of the methodology. If there is a single component or if common components account for the majority of the covariance between the independent and dependent variables, it is reasonable to believe that the CMB is large. Therefore, we used factor analysis to examine

whether a single component could account for the disproportionally wide range of results. As a consequence, we conclude that there is no general technical bias in our study.

RESULTS

The constructs "Job Engagement" and "Organizational Engagement" have discriminatory validity. We have made every attempt to distinguish between nearly identical or overlapping concepts, but we had to do so in operation. To this end, discriminative validity tests have been performed in which the manipulation of one concept differs from that of another. There are several concepts that appear to be compatible in the context of social science research, especially midwifery / personnel research. Therefore, discriminative validity studies are recommended to determine the exact meaning of the composition, both conceptually and numerically, to clarify the differences in composition. Previous studies have shown that employee involvement and organizational involvement are separate. A confirmatory factor analysis led to the discovery of discriminative validity, but whether employee involvement and organizational involvement differ due to the similarity in wording of the items that evaluate the worker's judgment of the components. To investigate, we used AMOS for this purpose software (version 21.0) to investigate the compatibility of the two shift models. One included both employee involvement and organizational involvement, and the other separated the two.

Measured with a sequential chi-square test, the two-factor model $166.042(19, N = 246) = 166.04$ was found to fit the data very well. I did. One-factor model of 198.06 and 32.02, $p < 0.01$. “Goodness-of-fit index” (GFI) (2-factor model = 0.83, 1-factor model = 0.80) and “goodness-of-fit index” (2-factor model = 0.84, 1-factor model = 0.81) and “Tucker-Lewis’s index” (TLI) (2-factor model) = 0.75, 1-factor model = 0.72). Therefore, in the following statistical analysis, we treated the two components separately.

Correlation and Descriptive Statistics.

This table shows data on mean, standard deviation, internal consistency, and variable correlation. All alpha coefficients range from 0.55 to 0.84, indicating strong internal reliability. According to the hypothesis, the correlation shows a similar trend. In other words, the relationship between perceived organizational support and P-O suitability and the final variable of organizational commitment and job satisfaction is statistically significant. There is also a statistically significant correlation between employee involvement and job satisfaction.

Employee commitment, organisational commitment, and job satisfaction are all influenced by a company's POS and P-O relationships.

POS and P-O compatibility was assessed using AMOS (version 17.0; Arbuckle and Wothke., 1999) and employee involvement was associated with perceived organizational support and P-O compatibility with organizational involvement and job satisfaction. I investigated whether to mediate.

As shown in Table 2, we were able to determine if there was a correlation between the various study components. The significance level is determined by the critical ratio (CR) of the regression estimation (Biswas., Giri and Srivastava. , 2006.; Byrn. , 2001). A CR value of 2.58 or higher indicates a 99% significance level. A CR value greater than or equal to 1.96 and less than 2.58 indicates a 95% significance level. Therefore, employee involvement (standardization beta = 0.36, $t = 3.70, p < 0.05$) and P-O conformance (standardization beta = 0.48, $t = 4.67, p < 0.05$) were found to be significantly and positively reduced in perceived organizational support and P-O conformance. Hypotheses 1 and 2 agree with this finding. Relative values are represented by a standardized regression coefficient (β). There is a significant and positive correlation between employee involvement (standardization = 0.82, $CR = 6.72$) and organizational involvement (standardization beta = 0.85, $t = 4.22, p < 0.05$). Therefore, Hypotheses 3 and 4 are accepted.

Table 1: Means, Standard Deviations, Alpha Reliabilities, and Intercorrelations Among Variables

Variable	M	SD	1	2	3	4	5
1. POS	3.16	0.43	(0.73)				
2. P-O Fit	3.32	0.61	0.50	(0.80)			
3. Employee engagement	3.37	0.36	0.23	0.33	(0.74)		
4. Organizational commitment	3.47	0.51	0.52	0.54	0.47	(0.84)	
5. Job satisfaction	3.53	0.51	0.48	0.47	0.32	0.55	(0.55)

Note: N = 246. Alpha reliabilities are reported on the diagonal.

** $p < 0.01$.

Table 2: Regression Estimates

Model	Unstandardized Coefficients		Standardized Coefficients		Remarks
	B	Standard Error	β	CR	
POS → Employee engagement	• 0.18	0.05	0.36	3.70	H1 accepted
P-O fit → Employee engagement	0.23	0.05	0.48	4.67	H2 accepted
Employee engagement → Organizational commitment	1.51	0.22	0.82	6.72	H3 accepted
Employee engagement → Job satisfaction	1.07	0.25	0.85	4.22	H4 accepted

Note: N=246; The C R (Critical Ratio) is the commonly recommended basis for testing statistical significance of SEM components with C R values beyond ± 2.58 establishing significance at $p < 0.01$ level.

Byrne in 2001 stated that GFI 0.90 is a good model indicator, but followed Hu and Bentler's 0.95 cutoff recommendations (1995). A standard fit index, a relative fit index, and a TLI were also generated to compare Model 1 and Model 2 (TLI). There are four recommended fit scores: 0.90 for CFI, NFI, TLI and 0.90 for RFI. According to the Proportional Fit Index, the model with the highest value is considered optimal. We also calculated an approximate root mean square (RMSEA) value to evaluate the economics of Model 1 and Model 2. The lower the RMSEA, the better the model, and a maximum of 0.06 is recommended (Biswas & Varma, 2007). "Akaike's Information Criterion" (Akaike, 1974) and Browne Cudeck (1989) criteria were used to support the results for model selection. The results of the SEM survey show that employee involvement mitigates the positive association between POS and P-O compliance, organizational involvement, and job satisfaction (Table 3). While Model 1 is the best model, we can justify protesting that non-experimental data cannot show the facts of the causal model, and agree that alternative causal models may fit the data as well.

We showed the Sobel test (1982), but SEM establishes employee participation as an intermediary and eliminates the problem of correlation measurement error. The model's statistical power tests were performed according to the prime approach (MacKinnon et al., 2002) to eliminate the risk of Type I errors while examining the intensity of mediation. Table 4 shows the test results.

Our final step was triggered by employee involvement, categorizing employee involvement as an intermediary, using a two-step approach proposed by MacKinnon et al. (1995). It was to determine the percentage of mediation. We used mediator variables to test whether the direct path from predecessor to result was greater than the path under mediation conditions, and whether the direct path from the predictor to the criterion was significant under mediation conditions. It turns out that both of these conditions are important. In summary, employee involvement is the perfect mediator between predictors such as POS and P-O fit and baseline variables such as organizational involvement and job satisfaction (see Table4).

Table 3: Fit Indices

	Fit Indices								
	Normed χ^2	GFI	CFI	NFI	RFI	TLI	RMSEA	IC	Browne-Cudeck Criteria
Model 1	1.20	0.94	0.99	0.93	0.88	0.98	0.03	386.38	407.73
Model 2	3.67	0.79	0.78	0.73	0.68	0.75	0.10	695.52	703.96

Note: GFI = Goodness-of-Fit Index; CFI = Comparative Fit Index; NFI = Normed Fit Index; RFI = Relative Fit Index; TLI = Tucker-Lewis Index; RMSEA = Root Mean Square Error of Approximation; AIC = Akaike Information Criteria

Table 4: Analysis of Employee Engagement as a Mediator

	Whether direct path > direct path under mediated condition	Whether direct path under mediated condition is significant?	Results of the Mediator Analysis	Sobel's Test	Aroian's Test	Goodman's Test	% of Explained Mediation
POS → Employee engagement → Organizational commitment				3.19**	3.16**	3.22**	50.44
p-o Fit → Employee engagement → Organizational commitment	NO	YES	<i>Employee engagement is a full mediator</i>	3.82**	3.79**	3.85**	50.23
POS → Employee engagement → Job satisfaction				2.76**	2.71**	2.80**	37.50
P-O Fit → Employee engagement → Job satisfaction				3.13**	3.10**	3.17**	55.28

** $p \leq 0.01$.

DISCUSSION

The study shows the theoretical model given in this study (Figure 1). This part discusses each hypothesis and the model as a whole in relation to the empirical findings outlined above. Our initial hypothesis was that POS was associated with a higher level of employee engagement. According to the results of the data analysis, this is the case. To get the most out of your employees, companies need to offer more than the agreed contractual promises. To improve the cognitive and behavioral assessment of the work environment, employees must first actively assess their emotional experience, as indicated by their supportive organizational position. When we see our colleagues working together positively, we conclude that people are organically motivated to work more. This is in line with our first hypothesis.

The second prediction was that employee involvement was highly correlated with P-O compliance. Test

The P-O conformance test is conceptually an adjustment of norms and values at the organizational and individual levels. Previous studies (Vancouver & Schmitt, 1991) found that P-O-Fit had a

beneficial effect on attitudes, reduced anxiety, and increased personal involvement and commitment. P-O compliance refers to the degree of compatibility between the values of an organization and the values of the people in the organization. This improves psychological security and ultimately increases employee involvement. As a result, people with values that are in line with the company's values are given more responsibility and feel safer. These situations were emphasized by Laschinger and Finegan (2005) as being suitable for increasing employee involvement. We are confident that the second hypothesis has been confirmed, as the high level of P-O compliance is a powerful force in increasing employee engagement.

A positive evaluation of an organization's technology reinforces the perception that the organization works for values and cares about the contributions of its employees. As a result, people's discretionary and non-discretionary performance is improved. The perceived experience of support from the organization also contributes to the employee's attitude towards work, including: B. Spontaneity and a sense of security at work. Her efforts are now focused on performance improvement efforts, which are reflected in increased work participation and employee involvement. As a result, POS increases the level of emotional and transactional involvement between workers. This is in line with social exchange theory and the anthropomorphic nature of employees towards businesses (Gouldner, 1960; Levinson, 1965). According to the third hypothesis, a positive attitude towards one's work or organization was supposed to affect work satisfaction. This hypothesis is supported by our results. As a result, people find their work more satisfying and motivating when they engage in work. As a result, they have a positive impression of their work and workplace. For this reason, personal satisfaction with work is high. There are previous studies supporting this idea (Schaufeli & Bakker, 2004; Sonnentag, 2003). A high level of employee involvement indicates a high level of individual and organizational trust and loyalty. This shows that the worker is more attached to his employer for his employment.

Our work has a theoretical impact and is based on the theoretical hypothesis of Macey & Schneider (2008). According to the survey, employee participation acts as an important intermediary between reported factors and outcomes. Research shows that work well-being and employee involvement are linked. The results of this study are consistent with previous studies of employee involvement in the western environment. According to Aryee, Chen and Budhwar (2004), Indian companies place high value on employee development, even before their financial well-being. Employees show more engagement and reduce absenteeism and turnover as a result of the company's efforts. The results in this paper are consistent with the available literature on employee involvement and job satisfaction (Saks, 2006). This has not been reviewed in other Indian research studies to the best of our knowledge. In the context of India, this study highlights the importance of employee involvement and its precursors and end results. A very enthusiastic workforce can only be achieved through human resources development personnel who provide organizational support and personal-organizational collaboration. The requirement is to emphasize the suitability between individuals and organizations and how this affects the level of workforce involvement, commitment, and job satisfaction. To get the most out of the process, you can test the suitability of your organization throughout the recruitment phase and again during the construction of your project or team. Understanding, empathy, and emotional intelligence of top

leadership can be seen as a sign of dynamic organizational support. Customized OE interventions at the individual level may be required to incorporate sensitivity to coaching tasks and mentoring processes throughout the organization.

's top management is more aware of the importance of coaching work and may ultimately increase engagement and loyalty from 's employees. To test workers' feelings of alienation, the Job Alienation Scale provides a comprehensive scale that facilitates the modifications needed to enhance employee well-being. Employees are more likely to be satisfied with an organization that encourages engagement, commitment, and fulfillment.

Limitations and Future Scope

Cross-section data is the focus of this study. The fitting of the model seems to be appropriate, but researchers have observed that the shared technology components have no effect. It would have been desirable if the researchers used an integrated methodological approach, using both case study approaches and empirical data. There are 276 participants in this study. Increasing the sample size and focusing on a particular industry can provide interesting insights that can be extrapolated to other situations. Moderator research in addition to mediator analysis may provide additional insights for future research to be undertaken. In the future, researchers will be able to find out how employee participation at the enterprise level can drive innovation. Applying multi-level research strategies can provide interesting insights.

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