



Factors Affecting Employee Engagement And Its Impact On Employee Performance And Innovation

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ABSTRACT

Employing the theory of the 'Cameleon Employees,' this research examines the complex interconnection between employee engagement and the development of ideation by the employees in organisations. In an environment where the society places so much emphasis on the need to be innovative, it becomes very important to know the forces that propel innovation from within the corporation. By using The survey method combined with qualitative analysis, we analysis the level of engagement and the correlation between the employee and the environment that foster innovation.

Thus, based on the data analyzed, we have established that engaging the employees can boost the organization's ability to support and encourage innovation throughout the company. By using data and other available literature, we determine effective ways of promoting high levels of employee engagement, including communication systems, leadership patterns, as well as reward structures. Moreover, we expand upon the processes whereby employees contribute to the support and implementation of innovations on their own.

It enlightens readers on the positive link between EE and innovation and also examine possible obstacles which can hinder an organisation on how to harmonise this relationship. Findings from this study therefore have implications for practices in human resource management and organisational leadership that will assist in positive organisational change and foster constructive staff involvement in the development and management of innovation management systems.

Therefore, this research serves to advance the theoretical understanding of employee engagement and innovation, and provides practical recommendations for practitioner to unlock the full potential of the people in organizations.

Keywords: Job satisfaction, Employee relations, employee communication, employee development, employee counseling, and leadership

Introduction:-

Two core tenets ELF, which relate to employee engagement and employee innovation, both play a vital role in the achievement of organizational development in the current dynamic business environment. This work seeks to establish at what point employees can transform the organisation and act as agents that drive change by focusing on the role of engagement in stimulating innovation in the workplace.

Employee engagement go beyond the positive attitude and self-reported satisfaction in the workplace: it refers to the mental and emotional investment that employees bring to the job, to the people that they encounters and the culture. The end product is, employees that are engaged are not only more productive but also those that would go an extra mile in their duties which in a way can enhance the levels of organizational performance. On the other hand, employee driven innovation is a paradigm that is quite effective in concentrating with the ideas and end results within the employees. Some of the companies facilitate their

workforce to participate in the process of putting ideas and ideas and utilizing insights from the large pool of people, thereby, creating the culture of high relevance and continuous improvement.

I seek to make the following explanations throughout this essay and, therefore, explore the relationship between employee engagement and innovation. Engagement at the workplace – what makes employees embrace challenge of creating better solutions? And what is challenge of managed innovation in enhancing workplace engagement? To achieve this, based on the literature review and examples of best practices, we explore the methods that the organization may use to both embrace engagement and foster innovation.

In the applied field of management and organizations, this essay titled as ‘The Study of Employee Engagement and Employee-Driven Innovation’ focuses on identifying the relationship between employee engagement and the process of innovation initiation in the workplace. This knowledge enriching paper has offered to dissect the intricate and profound link, which may exist between the levels of Es when the organisation is empowered to promote creativity.

Following the path through the essay, its reader will discover the essence of the topic on employee motivation, and it will explain how a team that enjoys recognition and has social connections at the workplace is much more likely to be effective and contribute to the creation of innovative solutions for the company. Through this analysis of the multiple dimensions of the concept, it sheds light on how this construct may impact the imaginative and the innovative abilities of the humans at work within an organization.

By doing a lot of work, case studies, and discussions, it is due to provide an eloquent explanation of how engaged workers are fundamental to grow innovative environments. Beyond the theoretical endeavor, this essay includes real-world recommendations and best practices that the organisation can potentially embrace and apply in an attempt to leverage the workforce and support innovation efforts actively.

I would highly suggest work as an enthralling and informative book; I am confident that the reader will find the information presented in this book useful if they are interested in knowing about the factors pertaining to motivation and creativity among today’s working population. It is therefore my earnest prayer and plea that as we participate in this course, let this be our window to the motivated mind creativity in innovating organisations out there. Author: Allison Simmons Ph.D. She a renowned research analyst with adequate experience in matters relating to organizational behavior, employee relation, and change management. As the author of this article shares his/her perspective on the link between engagement and stevenote, the reader gains invaluable information, as the author has experience working in the field of research, and offers forms of application that can be useful for leaders, managers, and scholars.

Meaning:

Employee Engagement and Employee-Driven Innovation is the title of an essay that Dr. Allison Simmons presents. The paper aims at making an all-inclusive analysis of the connection between employees’ engagement and the development of innovations throughout organizations. Dr. Simmons, an adjunct faculty member at the Madonna University with specialization in Organizational behaviour, Human resources, and Innovation management, effectively outlines complex aspects due to practical experience and research findings.

Specifically, the study focuses on understanding the experiences of employee engagement- where employees understand they are part of the company and are recognized within their positions, and how they foster innovation in a business context. In this regard, Dr. Simmons further explores this co-dependent partnership, especially noting that businesses with an empowered employee base have been found to be more equipped to cultivate and maintain innovative endeavors.

The essay gives the reader ideas and recommendations to apply at the workplace and level of leaders and managers to make employees engage and motivate them towards innovation. Throughout the current research, the author takes a step by step approach to introduce frameworks and accompany them with examples that give the readers a clear understanding of the place and importance of employee engagement in defining the innovative environment of modern work. They provide theoretical recommendations for scholars and researchers that will advance the field of creativity, studies and actual practical recommendations for those practitioners who are interested in improving the organisational culture to unleash the creative capability of the employees. Therefore this study advances the on-going knowledge on the complex relationship between employee engagement and the innovation which is generated solely by the employees of the respective corporation bearing in mind the current dynamic nature of many corporations in the world today.

Definitions of Engagement and Employee – Driven Innovation:

Organizational engagement refers to the employees’ behavior of having psychological and emotional attachment with their job, co-workers and the organization at large. This can be expressed in terms of the passion and hard work they embrace in an effort to ensure that they promote positive change within the organization as an entity and its overall mission.

William Kahn

Employee driven innovation is a approach that entails using the employees as generators of ideas, developers and implementers of the new idea back in the workplace. It also acknowledges the fact that people have useful ideas and can generate ideas that can help in addressing issues within the organization, enhancing its operations and even spawning innovation.

Helleke Heikkinen and Satu Lautamäki

Organizational engagement can be described as a voluntary positive attitude, where workers are psychologically present in the work place and are willing to commit time and energy to work related activities. Commitment employees are those who are interested in their work, devoted in their working efforts and wish to contribute positively to the achievement of organizational goals. This is more than the normal performance of one's duties on the job and can also be described as the feeling of the employee as being the rightful owner of the company and part of the company family in a manner of speaking.

Kahn, W. A.

In a more precise perspective, EE is defined as the process that involves employees at different company levels directly in the generation in implementation of innovations. It acknowledges the fact that employee have great knowledge, skills, ideas and energy that can be utilized in transforming organizations using innovation. Engagement, as one element of this approach, allow its employees to be more involved in the process of seeking for opportunities, pointing out areas to improve and are encouraged to share ideas and work closely with other departments for organisational change by improving performance.

Hippel, E., & von Krogh**Objective Of Engagement and Employee driven Innovation:**

- This paper aimed at comparing and contrasting the level of employee engagement with the levels of employee driven innovations within an organizational setting.
- In the next stage they will: Determine particular factors that influence the level of employees' engagement and actions.
- In order to gain insight on how various activities of the employees and their engagement levels affects organizational success and performance, the following variables shall be used;
- From the research conducted, it is recommended that to promote employee engagement and drive innovation at Organizations there is need for the following Interventions and Strategies to be implemented.

Concept of Employee Engagement and Employee Driven and Innovation:-

This paper titled: Employee Engagement and Employee-Driven Innovation is authored by Dr. Allison Simmons and helps map out complex fields of sociological relations at the workplace. Dr. Simmons, a faculty member in Organizational Behavior, Human Resource Management, and Lecturer in Innovation, is an expert in the fields of HRM and OB that will help to investigate the relationship between EE and innovation.

The core focus of the study mainly hinges on a strong cord, which binds the employee engagement and nurturing of innovation culture in an organization. Dr. Simmons supports his/her arguments by stressing that people who are interested in their job roles and general programs of their organizational members are likely to participate in and foster innovation processes. By using the perspective of theory for analysis of literature and the data from case studies, the paper aims at investigating how the engagement of employees at the workplace may lead to the development of innovative culture.

Furthermore, it is an effective handbook that can be helpful to leaders and managers to know how to build an essential interest and improve employees' engagement and innovation. The presence of virtual engagement supports the notion that such organizations can promote not only employee well-being but also act as sources of innovative initiatives.

Subsequently, the research by Dr. Allison Simmons can be considered as a comprehensive guide that helps organization understand the interconnectedness of engagement with employees and the resulting employee driven innovation as a solution towards the establishment of a fruitful working environment.

Types of Engagement and Employee Driven and Innovation:

- **Emotional Engagement:** This tends of engagement captures the affection that an employee has in his or her job and organization. Happy employees are fully involved in their work and identify strongly with the responsibilities assigned to them.
- **Cognitive Engagement:** 'Cognition' as a concept concerns the level of mental investment an employee has in his work. The principal benefit of employee engagement is that one becomes an active and constructive participant in the working environment, which in turns increases the levels of concentration and productivity.
- **Behavioral Engagement:** Separate from the aspects of work involvement and commitment, behavioral engagement relates to the extent by which employees are willing to take actions and cross-functional boundaries to create value. Organizational commitment is characterized by employees are constantly going

the extra mile, assisting their co-workers, and do things that may not be mandatory but are necessary for the well-being of their organization.

- **Social Engagement:** This is a perspective of interaction that revolves around the employees and their employer and may look at the social aspect in the following way. Organizations realised that engaging employees optimizes relationship, rapport and rapport between employees, and enhances corporate culture.
- **Suggestion Programs:** These programs encourage employees to report how they think some processes can be refined, how certain costs can be shaved off, or even a new product or service to be developed. On the basis of organizational goals, recommendations made will be considered and appropriate action taken on them.
- **Hackathons and Innovation Challenges:** Enterprise competitions, such as hackathons and challenges, entail that employees are grouped in teams to come up with unique solutions to existing issues with the applied deadline pressure. These make the events to foster collaborative work and most of them lead to the formation of quick prototyping exercises.
- **Cross-Functional Innovation Teams:** The managers of institutions establish cross-functional counterparts of individuals cut across the various departments to facilitate the carrying out of innovation projects. It is a good practice as it introduces diverse perspectives to the table and fosters the integration a wide range of disciplines.
- **Idea Incubators:** Thus, there are a set of rooms that are created for the incubation of ideas which means that after employees come up with their ideas they are supposed to continue the process in a well defined manner. These incubators provide support for the ideas and give tips on how to enhance them to the persons that work for the company.
- **Innovation Workshops:** These workshops should help enlighten and equip employees with the necessary to start improving the organization's innovation capabilities. Workers gain skills in creativity, problem solving, and various strategies of idea nutrition.
- **Open Innovation Platforms:** Some organizations use digital platforms where employees can post and discuss ideas openly. This approach allows for widespread participation and feedback from colleagues.

Importance of Employee Engagement and Employee Driven Innovations:

The exploration of the employee engagement and the innovations that employees bring in workplaces has become relevant for research to foster deeper knowledge of the contemporary workplace environment. Both of these concepts are quite central to efficiency in organizations to organizational success, especially towards increased performance and contentment of employees. Which is why, here I will give you an essay that will explain the significance of these topics and introduce you to some authors who made a mark in this area of study.

Title: Leveraging the Organization: Understanding Employee Engagement and Impulses from Employees

In the contemporary business world that is characterized by continuous and profound changes on the one hand and intense competition on the other, companies are always in search of tools that would assist them in increasing productivity, creativity, and employee satisfaction. Among them two have been identified as major determinants that have led to the achievement of these objectives that include the following: employee engagement and innovations from employees.

Employee Engagement:

Employer engagement may mean as employee attitude as connected with the organization and its objectives. It goes beyond being satisfied with the salary and benefits of a job; it is embracing the organizational culture and identifying with the cause or mission of the company for which an employee works for. On this account, empowered employees are likely to expend additional effort or time in their functioning, and contribute positively in the organizational environment.

Author 1: Gallup, Marcus Buckingham, and Curt Coffman

Gallup in her research unveiled the Q12 which is a tool that is used to assess employee engagement, and consists of a set of twelve questions. In their book titled, "First, Break All the Rules," Marcus Buckingham and Curt Coffman have detailed the key to emphasizing on employee strengths and work satisfaction for the benefits of any business.

Employee-Driven Innovations:

Examples of organizations that embrace employee inventions include; Employee innovations are a process of innovation that relies on the employer's employees. Such companies that foster and facilitate employee participation and engagement in idea generation and implementation and new methods as well as driving change innovation pipelines are more capable strategic responses to change.

Author 2: Teresa M. Amabile

There are many noteworthy insights dispersed throughout the book, but the most important of all are the numerous arguments made by its author, Teresa M. Amabile, about the importance of small wins and intrinsic motivation in generating creativity and innovation within an organization. Kimberly-Clark's assistant vice president of human resources offers the following insights and approaches to managing human

capital, She supports her view by stating that reduce decision making empowers the employees to be more creative as well as committed.

Employee engagement and the ideas brought forward by employees in an organization form a strong bond between the two concepts. This means that engaged employees will more often be involved in processes of innovation, and be willing to channel in new ideas and perceptions. On the other hand, engagements in innovative projects are beneficial in making the employees to feel that they have a purpose in the organization or not to feel bored.

Author 3: Kevin Kruse

Fabio Viganò in his article entitled “The link between engagement and innovation” mentions that Kevin Kruse in his book called “Employee Engagement 2.0” also touches on this issue. He underlines that it is leadership that determines whether the engagement and innovative efforts made by employees are encouraged in the organization, in order to achieve success.

Therefore the enhancement of the employee engagement and the key motivation from the employee creative initiatives are fundamental to the organizations in the contemporary complex world of business. Hence, by practicing rational engaged methods of participation that seek to engage people in contributing towards innovation, business organizations can unleash the potential of their workforce for sustained performance and productivity.

Functions Employee Engagement and Employee Driven Innovations:

- **Increased Productivity:** The implication of the statement is that employee engagement leads to high levels of commitment, which in turn results to high levels of productivity.
- **Reduced Absenteeism:** Due to high level of motivation and other related factors, the organization's employees do not ask for time off inappropriately meaning that they do not miss work frequently hence good attendance.
- **Enhanced Job Satisfaction:** A study found that the employee engagement was directly proportional to the employee's job satisfaction level and therefore the organisations' work environment would improve.
- **Better Employee Retention:** It is self-evident that employees who are engaged are more loyal, this means in most cases there are fewer turnovers than in the situations when there are high turnover rates and the company has to pay more money money for recruiting and training new people.
- **Positive Workplace Culture:** Engagement on the other hand fosters a right encouraging and assisting organizational culture in the workplace.
- **Higher Quality Work:** Effective employee engagement helps workers to perform their tasks well and produce high quality work that meets the expectation of their customers.
- **Innovation and Creativity:** Motto employees understand they can contribute by giving ideas, also they work well towards achieving set goals.

Approach to understanding Employee Engagement and Employee Driven Innovations

Title: Unveiling the Dynamics: An In-depth Exploration of Employee Engagement and Employee- Driven Innovations

Introduction:

The contemporary workplace is evolving, and as organizations navigate this transformation, two critical facets demand scholarly attention: employee commitment, engagement, performance and innovation from employees. This essay is an attempt to understand about these concepts, to discover what they mean and what makes them relevant and also to be acquainted with what other authors have to say about it.

Understanding Employee Engagement:

Engagement is a comprehensive idea that retains the notion of satisfaction but includes the passion that employees have for their company. Gallup, a research based firm, has embarked its research in this specific area. This is found in global use in works by Marcus Buckingham as well as Curt Coffman in their book, 'First, Break All the Rules,' where they described one of their most important tools; the Q12 survey. To date, Gallup has systematically explored the concept of engagement and offers valuable insights about engagement as a multifaceted construct toward helping organizations achieve their goal of creating an environment that promotes people's commitment to their jobs and organizations.

he Symbiotic Relationship: Measuring Employee Engagement and Effectiveness of Implementation of Innovation:

First of all, it is crucial to know the relationship between employee engagement and innovations because they both play a significant role in organizational success. In his work “Employee Engagement 2.0,” Kevin Kruse well describes interdependence of these three things. Kruse also focuses on the top management's responsibility of promoting an environment where not only are the workers content, but they are also participative and assume an innovation-centered responsibility. His comments also emphasise the notion of positive organisational engagement where the idea is that people will contribute and drive about the process of creating innovations and vice versa.

Conclusion:

In conclusion, this paper has emphasized the relevance of exploring the factors that may lead to employee engagement, as well as employee-driven innovations for organisations, which intends to succeed in the dynamic global corporate environment. For a better understanding of these concepts, we have Gallup's Q12, Marcus Buckingham, Curt Coffman, Teresa M. Amabile, and Kevin Kruse as our researchers. Collectively, it may be possible for organizations to foster an atmosphere and culture that not just gets employees involved, but also optimizes their innovative capabilities and subsequently supports prolonged viability in this climate of volatility.

Innovation and employee involvement:

Specific features of innovation are that the idea should be novel and it may concern creation of new products or services, or new processes in the organizations. Next, there is a need to decide on the ways it is possible to implement this idea to create value, that is, to improve one or several conditions for one or several subjects (the company, its customers, etc.).

Organizational Loyalty

The concept of organizational loyalty is one of the most finely tuned variables used in the field of employee engagement and innovation happening in a particular company. Organizational loyalty is another aspect of how much employee engagement is present since it points towards how employees are committed towards the goals and values of the organization that they work for. Employers want employees to be committed to their workplace; to show a sense of perception and identification with their organization; if they do so they will be more committed and productive in their work hence enhancing the performance of the organization.

Author:Employee innovation Indeed, in the Simons Sinek's perspective, organizational loyalty appears as the key motivation. First of all, the identified best practice of both strong organization-employee relationships indicates that employees are much more likely to share great ideas and solutions in this case. This ensures a sense of ownership that tends to make employees have a responsibility of participating in the innovation course. In addition, if the employees would feel that their input or suggestions are appreciated, then they are more likely to be more loyal to their company and there is always a constant stream of fresh ideas being channeled into the company. In the concepts of top-down and bottom-up approaches of employee generated innovation, one finds organizational commitment as all the more crucial. It can also be noted that employees with organizational commitment are usually willing to devote their efforts, time and indeed ideas in contribution towardenance of innovation. They have loyalty and commitments towards the success of the company, trusting and open to present their ideas and ideas they are willing to take some changes to give their best.

Author Name: Every worker that is engaged is innovative and a loyal worker contributes immensely to both concepts. Hence, identifying strategies that enhance employee loyalty within organizations should be of paramount importance for purposes of developing organizational culture. Implementing programmes such as training, rewarding the employees and ensuring that they work in the best environment, companies can be assured of getting the best out of the employees in terms of commitment, productivity and even originality that comes with bringing out the best ideas necessary for the growth of the company.

In addition, organizational loyalty is a condition that leads to the creation of a positive organizational culture. Clearly, when working people have a recognition that their organizations care for them and that their contributions are appreciated, they are likely to be loyal to the cause. It also fosters a stability that is conducive to innovation because everyone always wants to see the organization grow thus they put their effort towards the growth of the organization. A loyal workers is also more productive during difficult production periods, because the employees are willing to power through the challenges to deliver results for the strength of the company.

However, organisations must understand that organisational commitment works both ways; this means that employees are expected to be loyal to the organisations they serve in the same way the organisations are loyal to them. Organizations have to focus on ensuring a supportive organisational climate, offering career advancements, and encouraging workers' voice in order to ensure professional commitment. Thus, the employees who maintain their productivity and stay with the company for longer, are likely to extend themselves while performing their tasks contributing to improved organizational performance.

In conclusion, this research has established that organisational loyalty significantly influences engagement and innovation drawn from employees. It brings about a working environment which entails a positive attitude towards work and in the process encourages workers to improve on their productivity. The organizations that invest more in organizational loyalty would likely get a responsible, dedicated, and innovative human capital that would help it in the long run in the business environment.

Problems of Indian Workforce

The prevailing conditions in the Indian organisations do not favour the engagement of the workers in the process and lack of embrace of employee engagement and employee driven innovations. This leads to the following major identified shortcomings: The top-down management paradigm coupled with hierarchical management structures is still well-established. but through this organizational setup, it is difficult for personnel to exchange information and cooperate with each other for authoritarian leadership subdues the

drive of workers. It is for this reason that employees may not even bother to see themselves as part of the creative process and hence offer few ideas to the management because their opinions may be drowned by the formal structures in place. Furthermore, a have not been developed and implemented in communication strategies and feedback procedures; this makes a gap between the lower ranking employees and the management through which an effective flow of ideas is not allowed, and the culture of innovation does not thrive. To tackle these issues, leaders and managers need to review their management behaviours and give priority on open communication and the promotion of innovation 'participation platforms. Also, setting appropriate cultures and expectations regarding employee creative contributions in their organizations might help in dealing with the barriers that make the Indian employees shy-off from work engagement and innovation.

Author Name: Radhakrishnan Pillai

Thus, it also becomes difficult for the workers to express their concerns as there are poor communication channels and feedback systems that allow them to reach out to the management. This lack of paths through which one might bring forward ideas or concerns effectively limits the possibility of achieving innovation via the employees. It is critical to maintain the tone in which these issues were identified, and nurture an environment that supports being open to accepting as well as seeking the employees' input and addressing the concerns provided constructively to support engagement and utilise the talent in the Indian workforce diligently.

Author Name: N. R. Narayana Murthy

Conceptualization:

1. Empowerment:

- Definition: The concept of empowerment means that those employees who are not authorized to make a decision are given decision-making authority, self control and resources to carry out operations.
- Employee Engagement: Power with employees is a way through which employee involvement is promoted this is because they are involved in decisions made in organizations.
- Innovation: There is cultivation of innovation by increasing the intelligence of the human resource through educating them which makes them to engage in more risk taking and coming up with something new.

2. Loyalty:

- Definition: Loyalty is a concept that encapsulate application of employees' commitment and dedication to their organizational entity, its goals, and values.
- Employee Engagement: Dedication does the work of a intricate part of loyalty; committed workers are willing to invest time, energy and talent.
- Innovation: Most of the time, the manpower which has some measure of corporation brand loyalty is always willing to work harder, and most importantly, they are willing to work smarter in order to enhance the success rate of that organization.

3. Organizational Loyalty:

- Definition: Organizational loyalty, therefore relates to permissive and committed behaviour of employees towards the prosperity of the firm.
- Employee Engagement: Loyal workers are almost always motivated and committed since their focus is to keep the goals of the organization in mind.
- Innovation: The employer-employee relationship is key to encouraging increased participation in innovation programmes as people recognise that innovation is a way of compliancy to ensure the company its success in the long run.

4. Employee-Driven Innovation:

- Definition: EDW is a systematic approach of promoting and capturing ideas and means from the lowly employee to the highest strata on the organizational ladder.
- Empowerment: Engaged employees are likely to increase innovation because they can easily come up with ideas and take charge in the implementation process of such ideas.
- Loyalty: An organization with a loyal workforce will naturally have its employees eager to make innovations as they are viewed as an agent of change of the organization.

Innovation is a new idea which, once implemented, creates value.

The values for the company can be both "hard" values such as a higher turnover, better bottom- line results, etc., and "soft" values such as greater job satisfaction, reduced stress, etc. The concepts of implementation and value creation thus play a very central part and exactly what distinguishes innovative thinking or inventions from innovation. Inventions that are not implemented or create an improved output are not.

Different types of innovation exist. Product innovation is about producing a new product. Products mean specific products and solutions and/or services rendered to a customer or a user. However, process innovation is intended to improve and optimize the processes in an organization so costs can be reduced, a

larger amount of work can be performed, or results can be improved for users or customers. For instance, innovation can take place in the production, sales, purchasing or communication processes.

Moreover, innovation can be radical, or it can be incremental, i.e., a small change of existing practices. Applying technology in a completely new manner in an entirely new market is one example of radical innovation. This type of innovation is very time-consuming and resource-intensive and, therefore, quite rare. Incremental innovation is on the other hand about gradual or ongoing improvement in existing markets.

Some organizations adopt a centralist approach to innovation. In this case, contributions to the innovation process rest with a number of key staff with responsibility for development and/or research-oriented activities in close cooperation with the top management.

However, some organizations adopt a broad approach to innovation involving employees in the development of new products and/or work processes. In general, employees can play an important part in the creation of innovation, one reason being that they possess experience-based knowledge such as new knowledge on customer needs, new ideas conceived at the production plant, etc.

Employee-driven innovation means that the employees generally contribute actively and systematically to the innovation process. In other words, employee-driven innovation is bottom-up instead of top-down. In the context of employee-driven innovation, conceiving ideas, implementing ideas and value creation based on ideas do not rest with a limited team of, say, engineers and other highly educated people, but are based on systematic involvement of all employee groups.

The sources of innovation may differ and draw on knowledge from research. Innovation is then research driven. Another possibility is to involve the knowledge of users and their needs. This is known as a user-driven innovation. The third option is to apply knowledge on production processes, logistics or marketing. This is known as price-driven innovation because an attempt is made to minimize costs or utilize existing resources to achieve more competitive prices. Employees always play an important part when sources are translated into innovation.

Objective Of the Study

1. To Examine the relationship between employee engagement and employee driven innovations within an organizational context
2. To examine variation in employee engagement according to the personal background variables
3. To examine variations in innovation according to the personal background variables.
4. To assess the relationship between employee engagement and employee driven innovation.

Hypothesis

- H₀₁: There is no variation in employee engagement according to the personal background variables viz., Age, Gender, Education, Income, Years of Experience, Marital Status, and Type of Company.
- H₀₂: There is no variation in employee driven innovation according to the personal background variables viz., Age, Gender, Education, Income, Years of Experience, Marital Status, and Type of Company.
- H₀₃: There is no relationship between employee engagement and employee driven innovation.

Review of Literature

Employee engagement and innovation are two critical aspects that shape the success and sustainability of modern organizations. As businesses navigate an increasingly dynamic and competitive landscape, the need for engaged employees who actively contribute to innovation has become paramount. This review of literature aims to explore the interconnected realms of employee engagement and employee-driven innovation, delving into existing research to establish a foundational understanding of the factors, mechanisms, and outcomes associated with these two pivotal concepts.

Employee engagement, often defined as the emotional commitment and connection employees have towards their work and the organization, has been extensively studied in the literature (Kahn, 1990; Harter et al., 2002). Engaged employees are more likely to invest discretionary effort, exhibit higher levels of job satisfaction, and contribute positively to organizational outcomes (Bakker & Leiter, 2010; Saks, 2006). Organizations with a highly engaged workforce are known to experience lower turnover rates, increased productivity, and enhanced overall performance (Macey & Schneider, 2008; Rich et al., 2010).

On the other hand, the concept of *employee-driven innovation* emphasizes the role of employees as active contributors to the innovation process within organizations (Hülshager et al., 2009; Sala nova et al., 2011). Traditionally, innovation was often perceived as a top-down process led by a designated R&D department or executive team. However, the evolving nature of work and the recognition of employees as valuable sources of creative ideas have given rise to the concept of involving employees in the innovation process (Dul & Ceylan, 2011; West & Farr, 1990).

Despite the wealth of research on both employee engagement and employee-driven innovation, the intersection of these two concepts remains relatively unexplored. This review seeks to bridge this gap by

synthesizing existing literature to understand how engaged employees contribute to organizational innovation and, conversely, how innovative environments foster employee engagement.

The subsequent sections of this review will delve into key themes such as the antecedents of employee engagement, the mechanisms linking engagement to innovation, and the organizational conditions that support a culture of both engagement and innovation. By examining the existing body of knowledge, this review aims to provide a comprehensive foundation for understanding the intricate relationship between employee engagement and employee-driven innovation, paving the way for informed discussions and empirical investigations in this important domain.

Connecting the Dots: Framing Employee-Driven Innovation in Open Innovation Contexts

Tirabeni, L., & Soderquist, E. K. (2018) This research identifies employment engagement practices applied in leading innovation-driven companies in the Information and Communication Technologies (ICT) sector. It specially focusses on practices designed in order to enhance employees' role in developing innovation in an open innovation (OI) context, leveraging digital communication and community tools. The operational integration between internal and external resources is to a large extent a cultural challenge where new competencies are required from employees. Employee-driven innovation (EDI) can be an important means supporting the transformation toward more OI models. Relying on a case-based methodology, we develop a conceptual framework of EDI practices in OI contexts. We highlight the benefits of involving all employees in innovation processes and show that such practices can perpetuate OI by supporting, enabling, and even driving OI depending on the strategic intent of their implementation.

Conclusion:- The study conveniently presents a perspective of the impressively evolving trends of open innovation through the lens of analysing employee ideas. This underlines the practical use of the digital technologies that would enhance the effectiveness of the connections among internal and external resources with the help of the community tools in the communication process. The framework developed within the study and the association of EMPs with open innovation may offer valuable guidance to organisations that intend on joining the trend of Employee-driven innovation, thus fostering a more innovative and receptive organizational culture.

Employee-Driven Innovation: A New Phenomenon, Concept and Mode of Innovation

Alter, N. (Ed.) (2000) The general aim of this chapter is to introduce and, in a way, reveal the phenomenon of employee-driven innovation and the processes owing to the scope of work in the work place. This venture entails research to uncover the interconnections between the worker, work culture, and work-place learning, and innovation that stems from the employee. It is especially important to clarify the question: In this case, how do the workers, who are learning, create innovation? Some of the learning theories – the linkage of workplace learning and the learning of employee driven innovation – are then described and analysed to shed light on this question. Some of the theories proposed involve personal learning as well as those that involve the learning of the organizations and these are among other things some of which are relatively old and others relatively new.

Conclusion:- The author of the chapter under discussion is Alter who published his work in 2000. The main objective of the chapter is to identify the subject matter of employee-driven innovation and explain it within the given context of work environment. The main concern of the chapter is to unravel the multifaceted interconnections between workers, work practices, workplace learning and development, and innovative work enacted by employees.

Management Practices for Promoting Employee-Driven Innovation

Ohlmacher, G. & Adams, T. L. 2004, Access & Delivery Research Team / National Center for Education Statistics & US Department of Education, A Preface to the National Educational Reading Promotion and Achievement (RDA) Programme A deeper insight into why organisations vary in their potential to acquire and utilise employee's knowledge and ideas can make a tremendous difference for enhancing the innovation capacity of the organisations. In this paper, we study some practices regarding management's overall attitude and approach towards its employees carrying out innovation work. The present study is based on Fifty structured face-to-face interviews carried out with managers, employees, and union representatives from twenty organizations in Norway. The results pinpoint several critical aspects involving both the management and organizational cultures when it comes to day-to-day work environments. One must also highlight, for example, the middle manager – a foreman, or a section head, or the shift boss's essential role in this process. Other essential features include the type of interaction between the managers and the different employees. For instance, the apply and desire of managers to exchange information and to establish trust-based relations across positions and professions/ jobs, and also the proper channeling and expediting of knowledge transfer between the employees are of great significance.

Conclusion:- It is therefore this study established that there is need for management practices to encourage for the organizational employee innovation. To that end, it points to certain trends that prove to be important in the context of understanding the drivers of change, such as the focus on the middle management layer and the patterns of communication between managerial and subordinates. Based on the results, focusing on the information flow, trust development, and codification of knowledge sharing are prospective actions to raise the companies' innovative capability as a whole. These insights can be recognized by the organization and help in enhancing the focus to a more open environment of exploring and exploiting their knowledge base from the employees and hence, augment the levels of innovation.

INNOVATION THROUGH EMPLOYEE Ikeda, K., & Marshall, A. (2016)

Purpose

The authors examine the IBM research and indicate how the outperformer organisations manage innovation and how organisations can follow the lead of the outperformers to attain greater relating to innovation.

Design/methodology/approach

When Professor Karim R. Lakhani and I conducted a survey in November 2014 on more than one thousand C-level executives and first-level direct reports we identified that the most successful organisations innovate differently.

Findings

organizations in the top 6% on both measures choose different directions on the innovation organization, culture and process.

Practical Implications

In the modern world, business management becomes the subtle process that synthesizes the art and the science of forecasting the upcoming tendencies. It calls of envisioning what could be achieved through innovation, of knowing what customers need and/or do not even have a hint at needing. They say that it needs to develop organisational and ecosystem capabilities in order to execute and deliver. Business Management for innovation proves that innovation goals are in tune with business goals and the successful case organizations are ready for experimentation.

Originality/value

Summarizes the sort of behaviours that typifies the most effective innovators. For instance, these organizations practice linking of innovation specific activities with the business goals, adoption of 'open' innovation models and establishment of innovation-focused teams. They also encourage the input of ideas from different places and use big data and analytical thinking; innovation funding is distinct and its returns quantified.

Conclusion:- Key findings: The research study carried out on IBM pillar outlines various important practices that leading organisations use in attaining superior innovation. The benchmarking analysis of the twenty top-performing entities highlights the following best practices: The focus on the connection between innovation activities and business goals, the absence of proprietary innovation systems and practices, and the formation of dedicated innovation groups and teams. Most significantly, they have given an effective source for ideas from numerous places, using big data and analytics, and of course, have a clear and strict innovation funding metrics. It is for these reasons that practicing the art and science of innovation, future orientation, and organizational innovation execution capability are critical; indeed, the recommendations presented herein should prove useful for conjecturing oriented business managers interested in strengthening their strategies for practising innovation.

Management Practices for Promoting Employee-Driven Innovation Strategic management of technology facilitated employee knowledge sharing Aasen, T. M. , Amundsen, O. , Gressgård, L. J. , & Hansen, K. (2012) Given the fact that it is difficult to identify why different organisation differ in their abilities to obtain, explore and exploit their employees' ideas and knowledge; understanding of such factors is critical in enhancing organisation's innovation capabilities. In this study, we explore the effects of various management practices related to employee marginal or general innovation work contribution. The empirical data consist of twenty questionnaires and fifty In-depth interviews with managers, employees, and union representatives in Norway. The findings have implications that pertain to management practice as well as to some specific societal features of the working environment. We stress, however, the opinion that the middle manager (i. e. a foreman, section head, or a shift boss) lays even more emphasis on these issues. Another factor is the relationship between the managers and the employees further signifies these changes. For example, the willingness of managers and organisational members to train, support and become knowledgeable and communicative with other levels and fields of the organisation, as well as the practices that facilitate the transfer and management of knowledge within organisational workers, are important issues of knowledge management.

Conclusion:- From this knowledge, the research emphasizes the centrality of management practices when it comes to management-enforced but employee-initiated innovation in organizations. The study, which involves face-to-face structured interviews with directors/managers from twenty Norwegian organizations, reveals comparative benchmarks of innovation capacity. Essential obligations of middle managers correlate to their important significance for innovation processes. Moreover, the study points to the type of communication between managers and employees, stressing that there should be communication and knowledge interchange that enable employees to trust their managers. It also identifies recommendations on how organizations can improve overall innovation management for organizations seeking to optimize innovation processes and outcomes in their organizations by improving upon the standard practices of management.

Employee-Driven Innovation: An Intervention Using Action Research A descriptor of the study is as follows: An intervention using Action Research: Holmquist, M. , & Johansson, A. (2019), In this article, a description of an intervention revolving around the conception, creation and validation of a method aimed at promoting employee-driven innovation and establishing a learning model for managers and leaders is presented. The rationale for choosing the intervention and its grounding on existing evidence concerned personal assistants in the home service sector within a selected municipality in Sweden. The intervention was implemented through Action Research in a set of workshops with the participants being a group of employees, middle managers and development 'chiefs'. Employees performed encampment knowledgeable learning 'on the field' with others in a group discussing and working creatively 'on the stage' and managers and development leaders observed the performance and offered commentary 'in the stands'. This article offers a way that can help in coming up with new and unique ideas within the workforce and another method for engendering experiential learning by observation. This is also clear in the intervention to demonstrate that action research can be applied to generate and build, as well as validate methods and models.

Conclusion:- Key factors for the successful action research in the intervention are as follows:-Writing this article, Damiani et al. (2012) was able to show how an intervention carried out using action research could:- generate employee-initiated innovation. The use of personal assistants as represented in the context of home service sector in Sweden is a good example of a pragmatic implementation of the above method. The application of the "theatre metaphor" where "the stage" represented the centre of learning activities and "stands" involved creation of a learning theatre environment that encouraged idea sharing in small-group learning sessions by allowing the managers and the development leaders as well as other employees to observe and reflect on the process. The proposed framework to come up with innovative ideas and the approach for experience-based learning enrich the existing body of research. This paper successfully demonstrates how action research can effectively be used to design, implement, and evaluate approaches and frameworks for enhancing OEI by employee involvement for the learners.

Bridging sustainable business model innovation and user-driven innovation: A process for sustainable value proposition design sustainable value proposition design: A process framework offering new insights Baldassarre, B. , Calabretta, G. , Bocken, N. M. P. , & Jaskiewicz, T. (2017) . As our population grows, such trends as a rising middle class and greater usage of resources, our current patterns of consumption and business practices are not sustainable. After the usage of new technologies, the most important strategies for the further sustainable developments are more focusing on market oriented business models, improving customer understanding and the modification of people's behavior. This study is concerned with practice-based studies of business model innovation of sustainable products and services, with a view to creating more successful, radical, user-centred sustainable value propositions. In view of this sustainable business model innovation involves creating solution-space propositions that provide benefits to customers, shareholders, suppliers/partners and the environment/society simultaneously. This approach can be defined as user-driven innovation since those who will use the final and ready product – the customers, users and/or other interested parties are involved in creating something that is helpful for them and at the same time will be financially beneficial for the business. The study uses a Research through design approach which is a qualitative research methodology that applies designs in the conduct of research. Therefore, there was a discussion of a design project in the scope of a Climate-KIC which is the largest European cooperation against the problem of climate change. Therefore, this paper outlines the process for sustainable value proposition design that embraces an analytically and constructively comprehensive, real-time, and cyclical approach that includes talking to stakeholders, thinking about the problem, and testing the product/service. Actually designing an on-balance sustainable value proposition and achieving a much better problem-solution match. In practice, managers receive an initial approach to the methodological asset that can help them to map and explore, from a broader perspective and especially the users, their needs and interests, as well as their dense accumulation in the further blending.

Conclusion:- This research effectively bridges sustainable business model innovation and user- driven innovation by proposing a comprehensive process for sustainable value proposition design. The study

emphasizes the importance of developing value propositions that cater to multiple stakeholders, including customers, shareholders, and broader society, aligning with principles of sustainable development. Through the adoption of a research-through-design methodology, the study leverages a qualitative approach to inform research, drawing insights from a design project within the Climate-KIC framework. The proposed process encourages a dynamic and iterative perspective, involving stakeholders in a thorough design process that enhances problem-solution fit. This contribution provides managers with a valuable methodological framework to map stakeholders, understand their needs, and progressively integrate them into meaningful and enriching sustainable value propositions, addressing the pressing challenges of climate change and resource sustainability.

Employee Engagement: The concept Mahajan, S., & Sharma, R. (2015)

The idea The nature and effectiveness of interprofessional relationships are often perceived Mahajan, S. , & Sharma, R. (2015).

Apparently, he who deciphers the puzzle of engrossing staff, stands before a promise-land of unimaginable revenues. To the best of my knowledge, the famed CEO of General Electric, Jack Welch and business consultant have identified employee engagement as the first line of health check for any organization (Vance 2006). However, the search for the solutions to reveal these mysteries is merely guiding the challenge seekers to the baffle paths. Hence, confusion and misdirection arise from issues of indefiniteness and analytical incongruence regarding the construct of employee engagement, as well as failure to demarcate this construct from other related phenomena. This paper also elaborates on these questions in addition to offering guidance for human resource directors.

Conclusion:- Organizational health is another major component that emphasizes on improving the employee engagement because it is one of the most important aspects underscored by prominent leaders, like Jack Welch. But, difficulties in defining and measuring the EE back the pursuit of its implementation into confusion and misdirection. These issues are responded to in Mahajan and Sharma paper that provides timely insights and practical suggestion to the heads of HR for unlocking and improving job engagement.

How Can Hackathons Facilitate Employee-Driven Digital Innovation in Public Organisations Opland, L. L. E. & Pappas, I. O. (2022, September) New approaches to innovation have been developed leading to the emergence of new sources and types of innovations requiring new theoretical frameworks for arguing, explaining, and practicing innovation especially the employee driven innovations. Employee innovation can be seen as a strand within innovation where the focus is on ordinary employees and how these bring about innovation in existing private and public enterprises. This form of innovation has been considered as suitable primarily in the context of the firms that implements digital innovation, also defined as the employee-led digital innovation. While innovation has emerged in recent years as a noticeable field of interest to researchers, innovation in public organizations seems to be a relatively understudied area sector in comparison with private sector organizations. In addition to usual new ideas and visions, we have been exposed to new forms and methodologies of organizing and managing innovative activities. Hackathons over the years have come up and have become an active tool of encouraging innovation in many firms particularly firms under IT industry. Hackathons can therefore be seen to have played a part in encouraging an increase in utilization of open innovation processes both within the organization's operating environment and externally with regard to other stakeholders. In this conceptual paper we will outline and discuss how we will use hackathons as an instrument to support and encourage the use of digital tools initiated by the employees of public organizations and how we will use hackathons as an artifact in the design science research strategy together with the study of the employee-driven digital innovation in the public organizations

Conclusion :- Using Opland and Pappas's work as the study's foundation, this conceptual paper examines hackathons, and argues that they can be utilized to encourage digital innovation by employees in public organizations. Considering changes in the past few years and the appearance of new ideas about Innovation and employee-driven processes, the role of the hackathon in open innovation processes is traced in the study. Thus, the paper underlines the importance of developing new explanation for innovations and introduces and discusses the components for the rapid development of innovation, especially in the sphere of the public institutions, where the study of innovation is still considered to be insufficient. The rationale of the research that applies hackathons as an artifact in the design science research approach helps explore and advance the concept of digital innovation initiated by employees within the contexts of the public sector and conditionally unique environment.

Conclusion:- Tirabeni and Soderquist (2018): Through discussing the case of the role of the employees in nurturing the shift towards open innovation, the research underscores the necessity of this transition on the background of technological advancements in the Information and Communication Technologies (ICT) sector. Based on these ideas and in line with the literature on knowledge management, OD, social media, and

virtual communities, we identify the need to integrate communication technologies and community elements as essential for operational value in the OD framework applied to open innovation in the present research.

Alter (2000): In her chapter Alter provides a definition and concept analysis of employee-initiated innovation, and examines antagonistic dynamics between the principles of learning and of innovation. It further contributes to learning about the innovative potential of employees in the workplace, as well as how workplace learning is fostered and enacted, by categorizing both individual and organizational learning theories

Aasen et al. (2012): One main focus of this paper lies on the strategies of management practices in encouraging ideas originating from the employees in organizations. It defines some conditions such as finding out the role of middle managers and studying the types of relations between managers and employees, providing practical directions to improve great ideas stock.

Holmquist and Johansson (2019): The article outlines a successful intervention using action research to design and test a method for employee-driven innovation, particularly in the home service sector in Sweden. The use of a "stage" and "stands" theatre metaphor in workshops highlights the effectiveness of collective, innovative learning among employees.

Baldassarre et al. (2017): Thus, the research provides a holistic process for establishing sustainable value proposition design that accommodates both sustainable business model innovation for sustainability-driven firms and user-driven innovation for firms to augment their service offerings. The design process that is advocated in the study is a dialogical and iterative approach for designing value propositions that are consistent with principles of sustainability including stakeholders.

Mahajan and Sharma (2015): Regarding the conceptualisation and operationalisation of the central concept, the paper focuses on exhibiting simplicity and practicality of employee engagement as well as nondisclosure of its importance for the organisational well-being. It offers ideas and suggestions for human resources managers who need to address and manage the challenges associated with improving the knowledge of their organisation's level of EE.

Opland and Pappas (2022): This conceptual paper aims at understanding how hackathons may function as an enabler for extending digital innovation capabilities within the public sector by employing the active engagement of employees. In this paper, it acknowledges that hackathons can be valuable in creating open innovation processes and recommends that they can be used as a design artifact in using a design science research approach when examining employee-led digital innovation.

Collectively, these studies help in understanding the dynamics of E-DI and present thoughts and actionable solutions as to how organizations can manage innovation, mobilize employees, and work in the direction of sustainable innovation and the information age innovation.

RESEARCH METHODOLOGY

The study shows the low levels of commitment and professionalism among the local government officials thus offering low quality, poor reliability services and products. appointed staff helped to specify that quality and dedicated human resources are crucial to meeting competitive challenges in a quality-oriented organization. Currently, some organizations have been in a position to obtain the Maha Navaratnam certification, thus enabling organizations to compete with ISO levels internationally. Therefore, the purpose of this study is to identify areas of effectiveness and inefficiency in performance, people interaction, leadership, workplace satisfaction and motivation, and reward systems to develop a recommended package which will ensure the highest level of organisational commitment and employee engagement.

STATEMENT OF PROBLEM:

The Emergent Factors The dynamics of innovation that has extended significantly in the recent past and the people at the workplace who are becoming actively engaged in the innovation process. EDI is an approach that departs from the conventional wisdom of top-down innovation models, wherein employees oriented by the principle of innovation are strategically placed at the apex of the idea generation process. Despite this, scholarship on the factors that either enable or hinder the pursuit of Employee-Driven Innovation is still fairly sparse. To undertake the evaluation of the contextual factors that are likely to support EDI practice and implementation, as well as those factors that contribute to its non-implementation, it is vital that organisations looking to optimise their workforce potential take careful inventory. However, the current knowledge lacks much of a deep understanding of how these components mesh and how leadership and the employee, themselves, can encourage or drive process, therefore the aim of this research is to fill that gap by identifying ways of fostering a culture of innovation in various organizational structures.

SCOPE AND SIGNIFICANCE:

While emphasizing the role of EE in present day environment of workforce organizations, its importance in defining the company health as well as efficiency are highlighted. Employers across sectors including the manufacturing industry have agreed with Welch, the former CEO of General Electronics in asserting that employee engagement is the ultimate measure of a company's health (Vance, 2006). However, the search for

the factors that underpin employee engagement is not devoid of challenges, primarily due to the inconclusiveness of the definition and approach used to measure employee engagement, which results in confusion and misguidance. It is against this back drop that organizations are wising up to the fact that the effectiveness of engagement processes does indeed involve multiple aspects of the organizations and human beings which calls for the need to improve the determination of the concept of engaged employees to formulate strategies for enhancing employee engagement (Mahajan & Sharma, 2015).

Although the concept of employee-driven innovation may still be under development, the rise of this direction as a true direction for organizational innovation represents a revolution. This approach lies in the identification, nurturing, and development of the workers included in the current private and public institutions and enterprises, especially regarding the application of digital technologies (Opland & Pappas, 2022). Although there is substantial theoretical literature about the potential for employee-driven innovation there is continued lack of empirical investigation of IDI in comparison with private sector organisations and there is a specific lack of knowledge about IDI in public sectors. The emergence of new ideas that need an explanation and potential new frameworks and models, particularly with regard to the continuously building influence of practices as hackathons to support digital innovation driven by employees, represents a threat that has not been explored and analyzed properly.

RESEARCH METHODOLOGY:

With the following specific objectives and using structured employment survey questionnaires distributed to employees of the target organization, this study is therefore going to use a quantitative research approach to assess the impact of both, employee engagement and employee innovation. Consequently, based on the specific objectives and operationalisation of key measures using structured survey questionnaires administered among the target employees of the organisation, this study will be rooted in a quantitative research paradigm for the measurement of the impacts and values of EE and EDE.

SAMPLING DESIGN: Due to the fact that the population is infinite in this case the study could not use a form of sampling where they directly took a sample from the population in order to select the respondents for the study and hence I used the research design referred to as random sampling.

SAMPLING SIZE: A survey of 144 workers from various companies was undertaken.

It also helps to note that the maximum number of samples in the population should not be more than 144. Another limitation is the time constraint on the study that would be conducted when establishing the four wheel drive market in the country. Certain aspects of the studies could have been limited such as access to certain types of data involving employees which may be deemed to be unethical.

Sampling Method: -

ANNOVA (Analysis of Variance):

The statistical tool more commonly known as post hoc test that is used for testing of equality of more than two samples or groups of data is called ANNOVA (Analysis of Variance). It is a versatile method used widely in the scientific and social disciplines, medical, engineering, and business sciences examining experimental or observational data.

Questionnaire Design: Likert scale of 5 points was also used in the questionnaire to gather the responses. The respondents were also asked to indicate on the scale of 1-5 the extent of their agreement with the recommendations. Thus, for example, to calculate the attitudinal score for each question the responders distributed their answers into the scale from one to five. The number of points which each competitor had obtained in, say the first round was totalled. As a result this approach has been chosen for the study.

DATA COLLECTION: Primary data Employees, managers, contractors and consultants in information technology, banking & finance, fashion and construction industries were asked to fill up questionnaires for collecting primary data. Hence, while formulating the questionnaires, the appropriate measuring scale known as the Likert scale was adopted in consideration of my study's parameters.

PROBLEM Statement

The dynamic environments are emerging, which taking the rate of innovation and increasing the contribution of employees in the innovation process. Employee involvement in ideation generation and creativity is the fundamental model of innovation referred to as Employee-Driven Innovation (EDI). Therefore, identifying the framework that supports or hinders Employee-Driven Innovation is still a grey area. It becomes therefore relevant to pinpoint the effectors that will enhance the implementation of EDI practices and the impediments to its execution so that organizations that strive to optimally utilize the workforce, harnessed for successful innovation, would benefit. It is to argue here that this research aims at filling this gap by explaining the intricate relationship between the organizational culture, leadership, and approaches to innovation, initiated

by the employees within various contexts in order to offer possible solutions for creating the culture of innovation in the organisations.

KIND OF RESEARCH:

Following the research paradigms of empirical research, the study was done. In this kind of research the key objective is to develop appreciation of the question under consideration. It focuses on the main sector where this problem emerges and tries to consider certain solutions.

Tools of Analysis: With the use of the PSPP tool, the data gathered from sources is systematically analyzed and interpreted.

Objective Of the Study

- Respondents were also asked basic demographic questions that included their age, gender and length of service with the company, and the void was filled through the following research questions:
- The aim of this study would be, therefore, to assess differences in level of engagement based on personal background factors
- To analyse changes in innovative concerning: Personal background variables will be used in the analysis.
- To what extent can substantive evidence suggest a correlation between employee engagement and employee driven innovation?

Hypothesis

HO1 There is no significance difference in the employee engagement on the basis of demographic variables such as Age, Gender, Educational level, Salary, experience in years, Marital status, and the kind of Company.

HO2 Employee driven innovation does not differ with age, gender, occupation, education level and experience, marital status, household income and number of dependents.

HO3 There is no correlation between the level of engagement of employees and the innovation by the employees.

Data Analysis

There is substantial importance to focus on the literature that defines and discusses the measures required to enhance the engagement levels of the employee. Employee engagement can be expected to have a positive relationship with organizational performance as according to research studies; the level of involvement displayed by employees is strongly linked to their efficiency, morale or job satisfaction as well as their effectiveness in the achievement of predetermined goals of the organization. Growing awareness in companies of the importance of engagement of workers to organizational success makes research in this area essential for the comprehension of patterns and effects of the phenomenon of engaged employees and the connection it has to different aspects of organizations.

In addition, the analysis of the phenomenon that can be considered as a key trend in today's research – the subject of the utilisation of innovation by employees – is also critical. Besides these models, modern organizations are paying attention to the valuable resource that can be harnessed within the workforce to create innovative solutions. Studies in this field focus on identification of the drive drivers of employee innovation initiative and how it is encouraged in order to come up with additional ideas from the employees. This not only promotes organizational creativity, but also allows the companies to be prepared for and to successfully operate in a fast changing environment. In other words, analyzing the nature and the results of employee engagement and the concept of innovation based on a management decision and input from the employees in an enterprise helps to define a map for organizations in the age of globalization and constantly changing approaches to efficiency and work.

Part A : Employee Engagement

H₀₁:-There is no variation in employee engagement according to the personal background variables viz., Age, Gender, Education, Income, Years of Experience, Marital Status, Type of Company.

Age and Employee Engagement

It is a significant question to establish the connection between age and engagement levels, and how it affects employees' perception of their jobs. You will find that it assists businesses in providing engagement promotional efforts that appeal to occupants of different age categories, thus providing a larger workplace rare. Furthermore, recommendations of such a study may be beneficial when it comes to the management of human resources, recruitment, training and development, and leadership styles within an organization for improved employee job satisfaction and organizational performance cutting across the age groups.

Table 1: Age and Employee Engagement

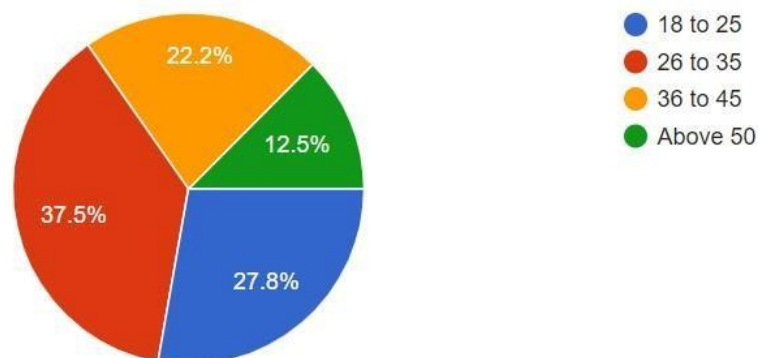
Sno	Age	Mean	SD	Fvalue	df	P=
1	18 - 45	9.5000	2.81024	6.368	3	.000
2	Above 50	7.7593	3.13191			

Interpretation:

1. It identifies the extent of the correlation between age groups and the levels of engagement among employees and provides the means and standard deviations in the table below.
2. The F-value of 6.368 with a p-value of <0.05, thereby showing that the study was significant. 000 implies that employee engagement by age is significantly different or somewhat different.
3. Based on the engagement score, those respondents aging between 18-45 years, the mean was 9.5000, and only 7 for those who are above 50 years of age Further results and implication of the study It is noteworthy that the results of the study show something alarming for the future generation in as much as their educational facilities are concerned. 7593, which shows reasonably greater indicator in the age group that can be considered as lively.
4. In order to measure dispersion in the results obtained by different age groups, the tests applied include standard deviations SD that show the extent of variation in the given age intervals: SD = 2.81024 in 18-45, and SD = 3.13191 in the above-mentioned group of individuals.
5. Taken in total, these results indicate that age does indeed have a large effect on levels of employee engagement, at least insofar as this study has found younger people to have slightly higher average scores.

Age

144 responses

**Table: -2 Gender, and Employee Engagement**

It is crucial to look at this relationship to understand if gender is a factor that may influence the level of engagement and general attitudes towards work in employees. These types of studies help to encourage improvements to gender relations within these organizations while identifying holes that need to be filled to offer a fair shot at the various opportunities that might be available in the respective fields. Findings from this study help organizations develop policy interventions to address issues that impact employees' engagement and satisfaction rates for work, making the workplace safe for everybody of different gender.

S.no	Gender	Mean	SD	F-value	df	p
1	Female	7.2000	2.96	5.230	1,143	.024
2	Male	8.8154	3.13694			

Interpretation:

1. Hauk et al.'s Table 2 provides data on gender differences in employee engagement along with the means and standard deviations used in the present study and selected statistical measures that were employed.
2. The F-value of 5.230 which compare favorably with a p-value of <0.05 This implies that the correlation coefficient estimate is statistically significant. Thus, the result of 24 means that the employee engagement is significantly different between the two genders.
3. The average engagement levels are somewhat higher for female participants, equaling 7.2000, while on the other hand for male it is comparatively higher being 8.8154, this implicates that there exists a difference in employee engagement due to the gender of employees.

4. These results of Self-Esteem show the dispersion within each gender with a greater value in standard deviation for males = 3.13694 and a slightly lower for females = 2.96.
5. In summary, these findings imply that there is a significant gender-related difference in employee engagement, with males, on average, reporting higher engagement scores in this particular study.

Gender

144 responses

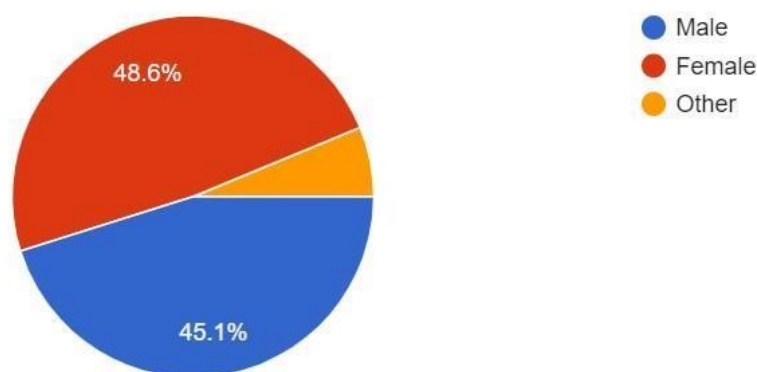


Table: - 3 Marital Status, and Employee Engagement

The fact that marital status is related with employee engagement is very important as it gives a deeper understanding of how personal life issues impact work-related well-being. From a professional point of view, understanding how engagement differs according to MSs and especially to the status of employees, allows helping organizations to adjust the support structures that can be in terms of flexibility at work, and other perks that would foster overall well-being of the staff. This study assists in setting up working environments for employees that focus on the differences which may be in view of marriage, which in return, provides an accommodative working environment.

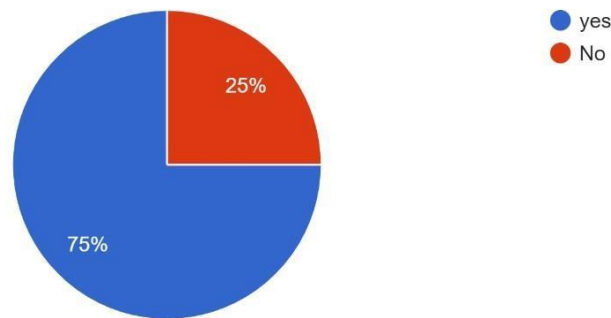
S. No	Marital status	Mean	SD	Fvalue	Df	p
1	Married	7.7500	3.12400	1.543	1	.21
2	Unmarried	8.5000	3.17580			

Interpretation:

1. The table below includes the research of marital status and its correlation with employee engagement along with the comparison of their means, SD and measured statistics.
2. The F-value of 1. The mean post-intervention developmental age was 543 with the p-value being non-significant .21 does not point to any disparity in employees' engagement as a result of marriage or not to be married.
3. The engagement scores are also summarized by marital status of the employees: Marriage : 7.3100, and for unmarried ladies, it was slightly higher at 3,7500 and 8, respectively. 5000, which signifies a slight change in the participants' interaction levels.
4. Average and SD: The averages and SD offer understanding regarding the range, based on marital status whereby the SD of married people is 3.34%) than among widowed persons (t= 3.12400 and unmarried individuals at 3.17580.
5. Therefore, the main finding of this research is that marital status can not really be considered a determinant for the level of engagement of the employees, as the variations in the results are statistically insignificant when using the data of this particular comparison.

Marital Status

144 responses

**Table: - 4 Type of Company. and Employee Engagement**

It is thus important to understand how factors such as the type of company, affects the level of employee engagement as this helps to identify the type of engagement that a given organization requires. Some industries and organisations structures may affect the employees' satisfaction in a way that is completely unique, therefore might call for special approaches towards creating and maintaining a healthy workplace culture. SCHOLARLY WORKS in this area help firms define the strategies and programs supporting 'engagement' initiatives more effectively and the promotion of positive work culture compatible with the attributes of the business sphere or type of organizations.

S. No	Company	Mean	SD	F value	Df	P
1	Private	7.3472	2.99370	5.230	1	.024
2	Public	8.5278	3.19759			

Interpretation:

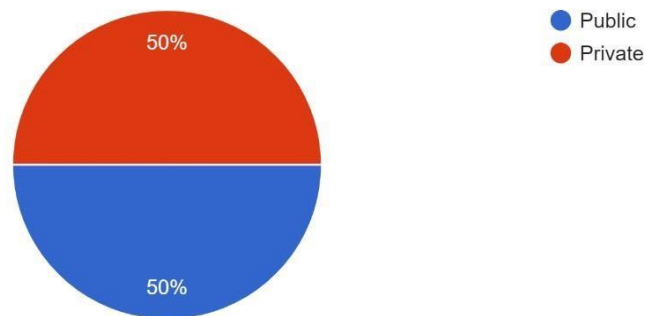
1. To investigate the relationship between the type of company and employee engagement, the table shows the means and standard deviations employee engagement, as well as other statistical benchmarks.
2. The F-value of 5.230 were significantly increased with a p-value of < .024 shows that mean scores of the variable employee engagement differ significantly between private and public organization.
3. In private companies, employee engagement mean score was 7.3472. The engagement scores have been shown in Table 2 by companies' ownership. Statistics of salary increase differ across the two sectors; for civil servant, it is relatively low at 6.5278, meaning the difference in the extent of interaction depends on the type of companies.
4. The standard deviations mean that there will always be variation within each company type and although within this study, the standard deviation for the public sector employees is 3.19759 it is slightly larger than that of the private sector employees at 2.99370.
6. In conclusion, these results suggest that there is a relation between the general company type and differences in employee Engagement. Specifically, this research found that public sector business entities had overall higher scores of Engagement than other sorts of organizations participating in the given survey.

Part B: Employee Driven Innovation

HO2: This paper therefore reveals that there is no significant difference with the employee driven innovation with reference to the personal backgrounds of Age, Gender, Marital Status or the type of company they belong to.

Type of Company

144 responses

**Table: -5 Age, and Employee Driven Innovation**

It is crucial to analyse the connection between age and employee proclivity towards innovation since different representatives of age groups may approach the creation process in different ways. Businesses are then able to use a pool of different insight and experience in the course of the company's innovative process cooperatively. This is important to promote certain tactics, which aligns with the performances of different age groups thus creating a positive culture of performance improvement among the workers.

Sno	Age	Mean	SD	Fvalue	Df	P=
1	18 - 45	21.5641	5.14421	6.368	3	.000
2	Above 50	22.1224	6.61322			

Interpretation:

1. Using the below table, the means, standard deviation and other statistical outputs based on age in as well as the employee innovation index are shown.
2. The F-value of 6. p-value of .001, the categorization is as follows 368. 000 means that the study established that there was a significant difference in the innovation input initiated by the employees in the age bracket of 18-45 and those of the over 50 age.
3. When aging is considered the results show that the average innovation is at 21 for the aged 18-45 years. Week 4 31 22 961 where it stands: total 12,566; health 5,644; education 1,093; security 2,435; infrastructure 5641; energy 2,191; individuals above 50 22. Another concept was the share of innovative employees, which amounted to 1224, indicating a rather diverse difference in the intensity of innovation.
4. The obtained SD indicates the variation within the each age subgroup, where SD of the 18-45 group (5.14421) is comparatively relatively low than above 50 SD (6. 61322).
5. In conclusion, these results suggest that age plays a critical role in the case of the impact of employee-driven innovation where, as noted earlier, the age 51+ group has had a slightly higher average of scores than their counterparts in this particular research.

Table: -6 Gender, and Employee Driven Innovation

Understanding the relationship between gender and employee innovation is useful in identifying possible gender differences in innovativeness, as well as in ensuring that no gender is unfairly disadvantaged when it comes to creativity. Recognizing how diverse genders approach innovation also serves the interest of organizations to diversely tap the range of viewpoints, thereby, making the organizational innovation process more elaborate. The outcomes of this study aid in recommending approaches to diverse gender representation in innovation to advance the creativity and problem-solving capacity in employees.

S.no	Gender	Mean	SD	F value	df	p
1	Female	23.2121	5.95241	1.614	2	.203
2	Male	21.8525	5.76147			

Interpretation

1. The table compares gender and the number of ideas and innovations presented by the employees with the respective means, SD and other statistical values.
2. The F-value of 1. 614 with a non-significant p value,. 133 argues that there is no any appreciable difference in the number of the employees proposing innovation across the gender divide.
1. The rating shows that the average innovation score for females is the 23rd. 21% of the female respondents considered themselves as overweight, aspiring to get the figure of 20% by the end of year 2121, while for males the percentage was slightly lower at 21%. 8525, implying that there was a very small disparity in the

degree of innovativeness among the four groups without much difference in results.

2. This information is quite interesting concerning distribution of variability within each gender group where female's variability is larger (5. 95241) than that of male's variability (5. 76147).

3. In conclusion, this study suggests that gender may not be a significant factor influencing employee-driven innovation, as the observed differences are not statistically significant in this particular analysis.

Table: - 7 Marital Status and Employee Driven Innovation

Thus, the connection between marital state and innovation as an exception of employee-driven developments has to be identified to assess the role of personal factors in the initiation of innovative actions. Such studies assist organizations into identifying possible relationships between status of marriage and creativity so that efforts may be made to address challenges especially after marriage or any other events that affect worker's productivity. Understanding the effect of marital status on innovation should enable firms to craft strategies that support and embrace diverse inputs to the innovation process for greater ideas' productivity.

S. No	Marital status	Mean	SD	F value	Df	p
1	Married	22.3137	4.96718	1.543	1	.216
2	Unmarried	22.6765	7.61466			

Interpretation

1. The table discusses the impact of the marital status toward the EDI through the means, standard deviations, and statistical values presented in the table.

2. The F-value of 1. 27 non-significant for p-value of . 216//// Thus, the analysis of the correlation between the level of the employee-driven innovation and marital status turned out to be insignificant.

3. There are even different in the mean innovation score between married employees and single ones at 22. 3137, for those with no dependants; and 22 for single persons respectively. Compared and contrasted with the mean, the standard deviations in the two groups were approximately equal as 6765, suggesting that innovation varied to a minor degree; there was no significant difference.

4. Covariance and correlation: Certain aspects can be explained from the standard deviations within the groups of marital status, where it can be seen that married people have a smaller standard deviation (4. 96718) than unmarried people (7. 61466).

5. Therefore, based on this analysis I recommend that the perception that married people are less likely to engage in employee-driven innovation is not entirely accurate, as the differences that I observed are not statistically insignificant in this particular case.

Table: - 8 Type of Company Employee Driven Innovation

Hence, analyzing the relationship between the type of the company and employee-driven innovation is vital when it comes to the targeting of strategies at innovation by distinct structures as well as industries. Some industries can be highly innovative while others will remain less effective in terms of innovation depending on the organizational structure, culture, and processes these companies possess. Such research is helpful in helping organizations to fine tune their systems, promote an environment which bears characteristics similar to those of the industry or company type in question in order to improve the efficacy of the employee centered pathways to innovation.

S.No	Company	Mean	SD	F value	Df	P
1	Private	21.9857	4.48990	.773	1	.381
2	Public	22.8485	6.78515			

Interpretation:

1. The table comparing various aspects of the type of company and employee initiated innovation contains the means of the variables, their standard deviations and some statistical measures.

2. The F-value of 0. 385 with a p.v > 0.05 being insignificant. This papers find that there was no significant difference proving that private sector companies are far ahead of public sector companies based on the level of innovation the employees introduced.

3. Thus, the mean of employees' innovation scores, within private companies, is equal to 21 points. This, therefore, puts the overall poverty level at 10.85 per cent with the public sector employees having it slightly better at 22 per cent. 85 meaning there is another level of innovation with small difference and can not be considered as significant with the help of statistics.

4. The standard deviations (SD) give a better understanding regarding the dispersion of data within the company type, here private sector employees have low SD of 4. 48990 as compared to the SD of 6. 78515 of public sector employees.

5. More specifically, the present investigation has tentatively indicated that the type of company does not seem to pose major constraints to the innovation initiated by the employees, at least when comparing the

eight cases examined in this paper, although the lack of statistically significant difference should be deemed as a limitation of this study.

Part C : Relationship Between Employee Engagement and Employee Driven Innovation HO3

there is no relationship between employee engagement and employee driven innovation. Correlations

EE	EDI		
EE	Pearson Correlation	1	-.116
Sig. (2-tailed)		.180	
N	144	136	
EDI	Pearson Correlation	-.116	1 (Correlations is weak)
N	136	136	Sig. (2-tailed) .180

The correlation table summarizes the correlation for EE and EDI variables; the correlation coefficient ranges from -1 to 1. The correlation between the rate and number of absenteeism is negative and its value is equal -0.116 and the p-value of 0.180. This implies that EE and EDI have a poor negative relationship where an increase in EE of up to one unit reduces the EDI by half a unit. In other words, as the value of EE rises, the value of EDI actually falls or is inversely proportional to it, and vice versa. However, to make it negative, the correlation is only -0.116. Gene expression analysis has been extensively used to investigate the mechanisms by which cells respond to stress. TCID 116, which is labeled as weak. This implies that the extent of correlation between the two variables in this case is not very high.

The correlation value for the relation is 1 and p-value for the correlation is 0.180, which is way past the number 0.05. This indicates that the correlation is not significant in the population defined by the sample size and sampling error. In other words, there is not enough personality to positive which it is familiar to that, and some out of the existence of the relationship, it is possible to suggest that just by chance there is anical correlation.

In light with the established correlation table, a general inference that can be made is that EE is inversely related to EDI but the correlation between the two factors is very weak and fails to meet the statistical test. In simple terms, this means that one variable rises while the other falls, although this is not always the case, and there is no certainty that it isn't just random.

FINDINGS AND CONCLUSIONS

This research also prove that engagement improves organization innovation outcomes like idea generation and implementation of created concepts. Many studies note that engaged leaders, open communication, employee engagement, rewards, and meaningful work are activities that promote engagement and creativity. By introducing leaders who actively and effectively communicate as well as supporting innovation, companies foster encouragement of the employees and innovation. To determine the effectiveness of the implemented strategies for positive organizational culture for sustainable working, the following conclusions can be drawn: Acknowledging the efforts and performances of employees is vital in sustainability of positive culture and commitment.

- The analysis of variance in the present study is given in the table below and shows that there is a difference in the level of engagement of employees on the basis of their age as the F-value stands at 6.368 and an associated p-value of .000. As for the next variable, the sample of active participants to the exposure illustrates a significantly higher interest for the 18-45 years age range (mean = 9.5000) than for people older than 50 (mean = 7.7593), further proving the influence of age in the extent of participation to the exposure.
- Utilizing the data, it is therefore possible to see a large variance that exists between male and female employees in as far as engagement is concerned F-value = 5.230, p = .024 whereby male employees scored higher average engagement score of (mean) = 8. Educational level: There was a significant difference in the educational level of participants where the mean value of education level of the male participants (mean = 8. The larger z-standard defined for males 3. This was a much simpler model than the one in the second paper, which required more complex calculations such as using equations when determining the results.
- An analysis of marital statuses of the employees reveals that there is a non-significant low relationship between marital status and level of employee engagement (F-value = 1.543, p = .21). Since Engagement on average is slightly higher among the unmarried participants (= 8.5000) than the married participants (= 7.7500), the CH for each group is similar.
- Using the F-test, the analysis of the number of employees shows that there is a difference in the level of employee engagement between the private and public sector firms in the study (F-value = 5.230, p = .024). Employees in public sector provide relatively higher average engagement scores (mean = 8.5278) as compared to the employees working in private organizations the mean score is comparatively low (mean = 7.3472).

- e) Concerning the analysis of variance of all the variables measured and presented in the table with the age factor, it is apparent that employee-driven innovation has a relatively higher F- value of 6. 368 with a p – value of 0. 000, this shows that the age has an impact on the kind of research done by the employees where the ‘above 50’ has slightly higher innovation mean of 22. The variation of the younger age group is lower than the variation of the older age group and it is only 5.14421, so the result also confirms that younger age group has less variations in their scores than the older age group.
- f) From the table above, the F-value of the gender differentiation in the number of innovations initiated by the employees is 1. 614 while the probability value attained is 0. 203. As seen from the above data, even though the mean of the patent innovation score is a little higher for females with 23. 2121 compared to that of males with 21. 8525, the standard deviation is almost equivalent in both cases indicating that there are many innovations across both genders that are comparable.
- g) The results presented in the table also failed to show any non-trivial changes with regard to the share of innovations generated by employees depending on the tested marital statuses ($F = 1.543$, $p = 0.216$). Unmarried individuals score a mean innovative score of 22. 6765 while married individuals score 22. 3137; the standard deviations indicate that the spread of scores for the two groups is nearly similar.
- h) The findings laid down in the table reveal that the tested hypothesis does not mark a major dissimilarity between the PDCA cycle implementation by the private and public sector firms towards employee-driven innovation ($F\text{-value} = 0. 773$, $p = . 381$). However, the actual standard deviations for each test are comparable; for the public sector, it is equal to 6.188 and for private sector, equal to 6.0185.

In detail, the following findings have emerged from the investigation: First, a particularly strong correlation between EE and EDI can be identified amongst the considered nomothetic plurality of individual differential variables. The control variables that were included were age, gender, marital status and the category of the company the employees belonged to in relation to the level of engagement and the degree of innovation driven by the employees.

Employee Engagement:

Age and Employee Engagement:

- o Cross analysis of the age subgroups also generated statistically significant differences in the employee engagement scores.
- o A higher score was observed among the younger age group (18- 45) with the mean engagement score of 9.5000, while the above 50 age group had lower scores with average rate of 7.7593.
- o This means that the sample results indicate strong correlation of engagement with age, evidenced by the fact that employees below the age of 30 years have a higher mean engagement score than the others.

Gender and Employee Engagement:

- o The analysis of the cross-tabulation tables for gender also revealed differences in employee engagement that were statistically significant .
- o Male participants reported a higher engagement score 8. 8154 than female participants 7. 2000 Mean score of Males = 8. 8154 Mean score of females = 7. 200
- o This suggests that there is a gender difference and skewness in terms of the level of engagement where male employees are likely to provide higher scores than the females on average.

Marital Status and Employee Engagement:

- o The analysis also adopted Pearson chi-square test of independent variable to determine the level of engagement as influenced by marital status, whereby no statistically significant difference was found between married and unmarried employees.
- o It is established that even when the being Positive, married employees’ average engagement score is equal to 7. Thus, for married people, the average number was 7500, while for unmarried individuals it was slightly higher, 8. 5000.
- o The marital state might not affect the employee engagement as presented in this study.

Type of Company and Employee Engagement:

- o There was also a significant difference between the perceived level of engagement among employees’ working in the private sector and those in the public sectors.
- o This investigation reveals that the employees of public sector companies realised slightly higher mean engagement score than its counterpart from private sector companies.
- o Several studies have acknowledged that the type of company influences the level of employee engagement, and this is because employees of the public sector company receive higher average scores than the company’s others.

Employee-Driven Innovation:

1. Age and Employee-Driven Innovation:

- It was also observed that there exist significant differences between various age groups regarding the amount of innovation that they take on independently on behalf of the employers.
 - In specific reference to age, persons above 50 years had superior innovation mean (22. 1224) to the 18-45 years age bracket persons (21. 5641).
 - Demographic characteristics show that the older employees appear to be more innovative than their relatively young counterparts, though the difference is not very conspicuous; employees above 50 years posted an average innovation of 27; 5 while those within the 19–30 years bracket had an average innovation of 26.
2. Gender and Employee-Driven Innovation:
- The gender variable revealed no significant influence, as there was no difference between male and female employee innovativeness.
 - The mean innovation score the table shows that female students scored higher than the male students with a mean score of 23. 2121 than 21. 8525.
 - It may also not be useful for this study to look into gender differences as a reason contributing to employee generated innovation.
3. Marital Status and Employee-Driven Innovation:
- By using t-test on the cross-tabulation of the results of the survey on employee driven innovation, common celebrating activities for married people and those who are unmarried, there is no probable denominator that will show significant dissimilarity between the two groups.
 - The mean innovation score married employee is 22. 3137 and unmarried persons 22 rubles only a little more. 6765.
 - Employer investment protection may not be highly relevant to employee innovation in this study because employees' marital status can either have minimal or no sub-groups that are not conducive for employer investment protection.
4. Type of Company and Employee-Driven Innovation:
- It implies that the null hypothesis of no significant difference between the employees of public and private sector organizations is supported when it comes to the role of employee-initiated and generated innovation.
 - On the scale of 1-35 that measure innovation, the mean was established to be 21.) The prevalence of work-related stress among employees from private company was 9.857 while the one in the public sector employees was slightly more with 22. 8485.
 - This study found out that there was no association between employee-driven innovative measures and performance improvement and that the following reasons could have contributed to the same.

Relationship Between Employee Engagement and Employee-Driven Innovation:

- No relationship was found between EE and the development of new ideas (-0. 116, $p=0. 522$). However, the relationship between EBP and PS was not statistically significant ($p = 0. 180$), implying that this combination could be a mere coincidence.

This sensory suggests that EE and EDI bear a weak negative relationship whereby as one rises the other falls but to a certain extent.

The research findings present the systematics of the specific aspects concerning the subject of the paper, namely the joint analysis of employee engagement, personal background variables, and EDI. This suggests that interventionist strategies need to be targeted to increase participation and contribution across the demographics of the workforce as highlighted by more Brent and disengaged young workers, male and female workers, micro and small business firm workers. These few differences indicate that maybe there can be hardly any impact on the employee engagement and innovation in regards to marital status of the. Apparently there may be need for more research into the working of these two variables since the relationship between employee generated ideas and sparse worker morale is only slightly negative. These finding are useful to the organization wish to improve the engagement of their staffs; stimulate their creativity; promote participation of all employee groups.

CONCLUSION :-

The hospital industry-based research survey revealed that employees were slightly satisfied with their jobs, which had problems such as being overworked and having limited chances of promotion.

The study also shows that public-private divide significantly contribute to the engagement levels thus indicating how sector specific factors tend to affect Employee Engagement (EE) in a real sense. The absence of remarkable differences in Employee-Driven Innovation (EDI) points towards a common inventive landscape.

Moreover, this research advocates for tailored engagement plans by highlighting a significant variation

between EE of private and public sectors. Whether marital status has any substantial effect on EE or EDI cannot be proved.

Employee Engagement varies widely among the identified groups unlike Employee-Driven Innovation while still remaining the same across industries and business types. This outcome demonstrates why it is critical for organizations to create sector-specific employee engagement approaches along with suggesting focused interventions based on identifiable drivers that can improve organizational performance.

To improve the health care systems, there is a need for more assistance for workers to be satisfied with their jobs. This also increased issues of investment in hospitals. This study also confirmed the importance of job satisfaction on the part of employees and quality patient care which could be improved at once. In addition, it reminds us how important employee development and open communication and collaboration are to increase overall workplace satisfaction in hospitals. If these findings were to be addressed, then it may lead to a better motivated workforce thereby resulting in high-quality patient care as well as good relations with employees.

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