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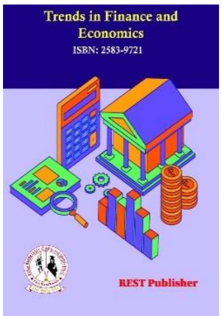

Enhancing Employee Engagement: Strategies, Metrics, and Impact on Organizational Success

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Abstract: *The purpose of this article is to investigate how employee engagement (EE) can improve organizational effectiveness (OE). In order to do this, a fictitious model that depicts the relationship between EE and OE in terms of both individual characteristics and total impact is presented. Due to the substantial changes in job responsibilities and workforce diversity brought about by the globalization of firms, managing employee engagement is essential for success in a dynamic and competitive environment. The aims and objectives of the organization are closely in line with this engagement. The purpose of this article is to provide an exploratory analysis of employee engagement, covering its changing definitions and ideas, the drivers or elements that affect it, its metrics, and its importance for improving business outcomes. A review of a few pieces of employee engagement literature is part of the technique. According to the study's findings, employee engagement is a continuous process that varies greatly depending on the firm. Employee engagement is generally understood to be the integration of different behavioral components, such as commitment, involvement, attachment, discretionary effort, energy, positive attitude, and psychological presence, that together turn employee potential into performance and positively impact organizational success, even though there isn't a universally accepted definition for the term.*

Keywords: *Employee Engagement, Strategies, Metrics, Organizational Success*

1. INTRODUCTION

Good employee attitudes like dedication, involvement, loyalty, and contentment are indicators of high employee engagement, which is critical to improving organizational performance. The purpose of this study is to investigate the relationship that exists between employee engagement and performance, as well as the ways in which improving employee performance can support the goals and overall success of the business. A strong, good relationship with the company is a hallmark of employee engagement, and it affects both an employee's behavior and the amount of effort they put into their work. An employee is more likely to put in more effort if they are more involved with their employer. Other elements that affect employee engagement include the type of work, the mental challenge it offers, the level of trust and communication between management and staff, and the degree to which staff members comprehend how their job affects the performance of the company as a whole. It also includes chances for career advancement and the sense of pride a person gets from working for the company. Diverse viewpoints on employee engagement are presented in the literature; definitions range from "the harnessing of organization members' selves to their work roles" (Khan, 1990) to considering engagement to be the voluntary work that employees perform for their employers (Kular et al., 2008). This study addresses the fundamental issue of employee engagement, often driven not by a lack of financial rewards but by the need for enhanced motivation, recognition, career growth, and learning opportunities. While this may not be true for every employee, a significant portion holds this perspective. CEOs are particularly interested in this study to identify the key drivers of employee engagement and their impact on business performance. The study examines crucial questions, such as how to alleviate feelings of frustration and dissatisfaction, and what strategies can be implemented to retain top talent while improving the performance of other employees. This study investigates the root causes of employee disengagement by analyzing key management theories related to motivation, performance management, and reinforcement. It proposes that adopting an effective Talent Management (TM) System could offer a practical solution. TM emphasizes critical areas like increasing engagement and improving organizational performance. Despite receiving sufficient pay and benefits, many employees remain dissatisfied and frustrated due to unscientific practices, including ineffective performance management systems, flawed promotion policies, poor job design, inadequate reward and recognition systems, and problematic leadership and management styles. These issues are central to the focus of this study. The notion of "employee engagement" has garnered noteworthy recognition owing to its robust correlation with the prosperity of organizations. Even though the field of employee engagement research is still in its infancy, there is still some ambiguity surrounding the phrase. Relationships between engagement and related categories such as job participation, flow, attitude, behavior, job satisfaction, organizational citizenship behavior (OCB), and organizational commitment are common. Numerous techniques have been devised to assess participation, and its various aspects have frequently been examined separately. Through a survey of the literature, this study seeks to combine these dimensions and provide a thorough analysis of them within a cohesive framework. The Weighted Product Model (WPM) is a multi-criterion decision-making (MCDM) technique designed to evaluate and rank alternatives based on various criteria. Unlike additive methods, WPM employs a multiplicative approach to determine the performance of each option relative to the criteria. This technique involves assigning weights to different criteria and calculating a weighted product score for each alternative. The alternative with the highest score is deemed the most favorable. WPM is particularly effective in situations where criteria are interdependent, as it captures the relative importance of each factor. In this study, WPM is applied to evaluate employee engagement.

2. EMPLOYEE ENGAGEMENT: LITERATURE REVIEW

Employee engagement (EE) was first introduced by Kahn (1990) in his socio-psychological work, where he proposed that personal engagement happens when people either bring their personal selves into their work roles or hold them back. The concept gained further popularity in 1999 when Buckingham and Coffman's book "First Break All the Rules" brought it to the forefront among corporations and business consultants (Shuck & Wollard, 2010). Since then, a great deal of attention has been paid to the dynamics of employee engagement by a number of business practitioners and scholars. Despite this attention, employee engagement continues to be one of the most difficult issues for many organizations. The first perspective on employee engagement, introduced by Kahn, is known as the need-satisfying approach. This approach suggests that employees are engaged when their work feels meaningful, they feel secure in their workplace, and they have the necessary resources to perform their tasks. This engagement encompasses psychological, social, and physical aspects of their roles. The second perspective, discussed by Maslach et al., conceptualizes engagement as the opposite of burnout, implying that employees who are not experiencing burnout are naturally engaged, with burnout representing a gradual decline in engagement. The third perspective, proposed by Harter et al., defines employee engagement as an individual's involvement, satisfaction, and enthusiasm for their work, emphasizing a strong positive relationship between engagement and important business outcomes such as customer satisfaction, employee retention, safety, productivity, and profitability. The fourth perspective, offered by Saks, presents a multidimensional view of employee engagement. Saks used a social exchange model to distinguish between job engagement and organizational engagement, defining engagement as a distinct construct that includes cognitive, emotional, and behavioral elements closely linked to individual role performance. While each approach to employee engagement (EE) offers a distinct perspective, there is no universally accepted definition of the concept. Beyond the primary frameworks, various researchers have provided overlapping interpretations of EE. Development Dimensions International (DDI) defines EE as "the extent to which people value, enjoy, and believe in what they do," linking it to employee satisfaction and loyalty. Fleming et al. equate EE with employee commitment, while Wellins and Concelman broaden the definition to include elements like commitment, loyalty, productivity, and pride. They describe EE as "the elusive force that motivates employees to higher levels of performance," involving organizational commitment, job ownership, pride, discretionary effort, passion, and dedication to both execution and organizational goals, labeling it as "an amalgam of commitment, loyalty, productivity, and ownership." Robinson et al. argue that EE extends beyond mere employee commitment, whereas Harter et al. define it as "the individual's involvement, satisfaction, and enthusiasm for work." Schaufeli et al. emphasize the critical importance of engagement for contemporary organizations, which face numerous challenges. Macey et al. assert that EE can provide a competitive advantage, noting that in a sample of 65 firms from various industries, those in the top 25% of an engagement index outperformed those in the bottom 25% in terms of return on assets, profitability, and shareholder value. However, recent trends indicate a decline in EE, with rising levels of employee disengagement becoming a concern. Given the varied and conflicting definitions, many researchers have critiqued the construct of employee engagement (EE) for its lack of consistency in both definition and measurement, leading some to question its necessity and speculate whether it might merely be a passing trend. The core criticism of EE revolves around the difficulty in determining whether it represents a state of being or a behavior. The debate centers on whether EE should be viewed as an attitude, a behavior, or something that pertains to individuals or groups. While some scholars consider engagement as a state, others describe it as a psychological condition that manifests in observable behaviors. EE has been characterized by certain feelings—such as urgency, focus, intensity, and enthusiasm—as well as behaviors—like persistence, proactivity, role expansion, and adaptability. Some researchers suggest that EE, similar to organizational culture, might be a multi-dimensional, multi-layered construct. They advocate for rigorous testing of the construct to enhance its theoretical foundation and practical application. A deeper understanding of the nature of EE and its relationship to attitudes, behavioral intentions, and actual behaviors is essential for its effective implementation in ways that benefit both organizations and their employees. The literature reveals a broad agreement among researchers that employee engagement (EE) is highly valuable, serves a clear organizational purpose, and involves both psychological and behavioral elements, characterized by energy, enthusiasm, and focused effort. However, due to inconsistencies in defining EE and its components, this study sought the perspectives of practitioners to better clarify the concept and introduce it to marketing academia. Interviews with managers were conducted to gather insights into the construct, its meaning, components, and implications, as well as to understand current organizational practices related to EE. By combining existing management theories with insights from these interviews, EE was defined as a "multidimensional construct encompassing various aspects of employee attitudes and behaviors towards the organization," including employee satisfaction, identification, commitment, loyalty, and performance. Employee engagement (EE) is often mistakenly equated with "internal marketing," but the two concepts are fundamentally different. Internal marketing, first introduced by Parasuraman et al. in 1976, involves treating employees as internal customers and their roles as internal products that satisfy their needs while aligning with the organization's objectives. However, internal marketing mainly focuses on employee satisfaction and doesn't fully address the comprehensive relationship between employees and the organization. In contrast, EE encompasses a wider array of factors such as employee identification, commitment, loyalty, and performance, with a specific emphasis on employees rather than suppliers or distributors. In service organizations, employees play a crucial role as co-creators of value, drivers of innovation, and carriers of organizational knowledge, making them an indispensable resource. Frontline employees, in particular, have a profound impact on the quality of customer relationships through behaviors such as customer orientation, service orientation, and organizational citizenship, all of which enhance positive customer interactions. Organizations gain a competitive edge when their committed employees are unique and difficult to replicate. Employee satisfaction directly influences their behavior toward the brand, shaping their commitment to the organization. Employees who are committed are more likely to stay with the organization and deliver higher performance. Despite numerous studies examining individual aspects of EE, there has been no comprehensive research integrating all these elements into a unified, multidimensional framework. Additionally, there is no consensus on the definition of EE across the literature. To accurately identify and analyze the factors contributing to EE, this study conducted qualitative research with managers worldwide to obtain practitioners' perspectives. The next section will provide a detailed discussion of this qualitative research.

3. EMPLOYEE ENGAGEMENT: STRATEGIES

Nearly three decades have passed since William Kahn introduced the concept of "personal engagement" in 1990. Since then, interest in employee engagement has steadily grown, as highlighted by the 2009 MacLeod Report to the UK Government, which emphasized its significance as a vital business issue. Despite the increased attention and the expansion of the employee engagement industry—including consulting, surveys, and related services—real progress in improving engagement levels over the past 25 years appears to have been minimal. While there have been some notable success stories (Tomlinson, 2010), these have not generally translated into substantial improvements in overall engagement scores. Recent research continues to highlight this ongoing challenge: only 35% of employees in the UK reported feeling motivated by their employer to perform at their best (CIPD, 2016), and 45% of US employees indicated they were likely or very likely to seek new employment within the next year (SHRM, 2016). Although economic uncertainty following the 2008 financial crisis may have negatively impacted employee attitudes, it also raises the question of whether employers' ineffective engagement strategies could be contributing to the issue. Some experts argue that employee engagement is not given strategic priority (Brooks and Saltzman, 2012), with only 34% of employees in the US believing their employer has a formal engagement strategy (Business Wire, 2016). Similarly, a UK study (People Lab, 2016) found that less than half of companies had an engagement strategy, with most efforts focused on internal communication and survey administration. Research on major Swiss companies (Matthews, 2013) showed that while 18 out of 20 companies acknowledged the importance of employee engagement, only 12 measured it through surveys, and just one publicly reported its engagement performance. Follow-up interviews with five of these companies revealed that none had a concrete engagement strategy. An effective engagement strategy should result in value-driven actions that foster continuous improvement. Developing a strategy involves more than just making decisions; it requires taking deliberate and impactful steps. The stagnation in employee engagement might be due to the lack of such strategic actions. Without a well-defined engagement strategy, efforts may become misdirected or ineffective. Thus, establishing a clear engagement strategy from the start is essential to ensure that subsequent actions are focused, relevant, and effective.

4. EMPLOYEE ENGAGEMENT: METRICS

Most studies on the workplace predominantly focus on the traditional office environment [14–18], which may not fully reflect the broader workplace ecosystem [10,19–21]. Similarly, employee engagement metrics tend to highlight factors such as social environment quality, job design, resource support, working conditions, corporate culture, and leadership style [3,13]. However, as hybrid work models become more common and remote work continues to rise, virtual relationships could significantly alter our understanding of employee engagement, its associated metrics, and the influence of the physical workplace. Moreover, current engagement metrics often overlook aspects like indoor air quality and its impact on performance. Therefore, reimagining the workplace for the post-pandemic era and developing relevant engagement metrics will require a more holistic approach, integrating both physical and virtual environments and enhancing managerial capabilities accordingly [22–25]. The demand for metrics that assess and monitor organizational factors like employee engagement across different workplace settings is growing. Microsoft's research on the pandemic's impact on work practices, titled "The New Future of Work" [31], highlights key challenges in this evolving environment, including collaboration, personal productivity, well-being, and the role of technology. These elements are anticipated to significantly impact employee engagement in a hybrid work setting. Consequently, managers and business leaders must adapt to the challenges of remote work and develop engagement metrics that effectively track flexibility and productivity. The literature suggests that various business metrics are impacted by employee engagement, with claims that higher engagement reduces absenteeism and enhances safety outcomes. However, there is limited academic research that directly connects these variables. In the case study of this research, HR management identified absenteeism and safety data as relevant performance metrics that are consistent and applicable across different departments and functions. There is no single, agreed-upon definition of engagement in either academic or popular literature. However, there is general consensus on the employee behaviors that most clearly indicate engagement. As a result, research frequently concentrates on metrics that reflect these behaviors. Selecting the right metrics to measure organizational performance can be difficult due to the balance between financial and non-financial factors. Studies suggest that focusing on non-financial factors such as employee engagement, empowerment, satisfaction, and motivation can eventually enhance financial performance. Therefore, organizations seeking financial success should prioritize these non-financial factors first.

5. IMPACT ON ORGANIZATIONAL SUCCESS

Employee engagement reflects an individual's sense of purpose, demonstrated through their initiative, effort, and persistence toward achieving organizational goals. In today’s business environment, employee engagement is essential for performance and success. Engaged employees tend to be happier, perform better, and show greater stability. Despite its popularity as a corporate buzzword, many organizations struggle with effectively implementing employee engagement strategies. Companies often try to adopt engagement practices from competitors but may lose focus after initial efforts. Engagement should not be seen as a superficial measure to boost commitment, motivation, or productivity; rather, it is closely tied to corporate culture, which is crucial for maintaining the positive effects of engagement programs. Productive employees are those who are not only committed and loyal but also find their work fulfilling for both themselves and the organization. According to Macey et al. (2009), highly engaged employees are deeply absorbed and intensely focused on their tasks, a state often described as being "in the zone" or "in the flow," which is relatively rare. Research highlights that varying levels of employee engagement can greatly affect organizational success. The Blessing White Organization developed a model that categorizes employee engagement into five levels based on individual contribution and job satisfaction:

1. **Engaged**: These employees are highly productive and satisfied, showing strong commitment and discretionary effort.
2. **Almost Engaged**: These employees are reasonably productive and generally content with their roles but could benefit from additional organizational support to boost their engagement.
3. **Honeymooners and Hamsters**: While these employees are satisfied with their job titles, organization, and compensation, their contributions to organizational success are minimal. This satisfaction might be temporary, and engagement could improve with targeted organizational efforts.
4. **Crash Burners**: These employees are highly productive and contribute significantly to organizational success but are dissatisfied with their personal achievements, which may lead to disengagement due to a lack of personal fulfillment.
5. **Disengaged**: These employees experience high levels of dissatisfaction and hold negative views toward organizational practices, reflecting a general lack of engagement and commitment.

The Watson Wyatt Survey (2008) highlighted the importance of maintaining high levels of employee engagement to foster a productive workforce. It found that 60% of highly engaged employees outperformed expectations, adapted better to organizational changes, and felt a stronger connection to their company. Similarly, Gallup's meta-analysis (2012) revealed that engaged employees continue to perform exceptionally well even during economic downturns and business transitions. These employees maintain a positive outlook towards colleagues, customers, and the organization, demonstrate a strong commitment to staying with the company, and are dedicated to delivering high-quality results and improving their performance (Aon Hewitt 2012). Therefore, boosting engagement levels is crucial, and organizations should adopt strategies at multiple levels to build a high-performing workforce. Research by Harter, Schmidt, and Hayes (2002) underscores the significance of employee engagement in retaining top talent. Their studies showed that employees who felt they could use their strengths daily were part of work units that performed significantly better. Additionally, Watson Wyatt consulting firms have established a clear link between employee engagement, customer loyalty, and profitability. As organizations expand globally and increasingly rely on technology for remote work, it is essential to engage employees effectively to foster a strong organizational identity.

6. MATERIALS AND METHOD

When evaluating various options for improving organizational performance, it is essential to consider both benefit and non-benefit criteria for a thorough analysis. Benefit criteria, such as productivity and employee satisfaction, are pivotal in assessing the effectiveness of each option. Productivity gauges how well an option enhances the overall efficiency and output of the organization. It is a crucial element since increased productivity can drive higher profitability and provide a competitive edge. An option that significantly improves productivity can optimize operations, minimize time wastage, and elevate the organization's overall performance. Employee satisfaction is another key benefit criterion. It measures how pleased employees are with each option and reflects their engagement and morale. High employee satisfaction can result in better retention rates, lower absenteeism, and a more positive work environment. Options that focus on employee well-being and address their needs can cultivate a more motivated and dedicated workforce, which can, in turn, enhance productivity and contribute to organizational success. Conversely, non-benefit criteria such as cost and implementation time are crucial for a well-rounded decision-making process. Cost encompasses the financial investment required for each option, including both direct expenses like purchase or licensing fees and indirect costs such as training and maintenance. Assessing cost ensures that the option is financially viable and fits within the organization's budget constraints. Implementation time measures how long it takes to fully integrate and deploy each option. This criterion is important because prolonged implementation periods can disrupt operations and delay the realization of benefits. Options with shorter implementation times allow the organization to begin enjoying the advantages more quickly and reduce potential disruptions. Evaluating both benefit and non-benefit criteria provides a comprehensive perspective on each option’s potential impact, facilitating informed decision-making that aligns with the organization’s objectives and available resources.

The weighted product model (WPM) is a multi-criteria decision-making method used to compare and rank different alternatives based on multiple criteria. Unlike other methods that simply add or average criteria scores, WPM uses a multiplicative approach where each criterion is raised to the power of its assigned weight. The products of these weighted criteria values are then compared across all alternatives. This method is particularly effective when the criteria have different units of measurement or when there is a need to emphasize certain criteria over others. WPM's flexibility and ability to handle complex decision-making scenarios make it a valuable tool in fields like engineering, finance, and management.

7. RESULT AND DISCUSSION

TABLE 1. Sample Data Set for Employee Engagement

Alternative	Productivity	Employee Satisfaction	Cost	Implementation Time (months)
Option A	80	75	5000	2
Option B	85	70	4500	1.5
Option C	70	80	6000	3
Option D	90	65	5500	2.5
Option E	75	85	5000	1

The table 1 dataset compares five options based on productivity, employee satisfaction, cost, and implementation time. Option A has a productivity score of 80 and employee satisfaction of 75, with a cost of $5000 and a 2-month implementation time. Option B scores highest in productivity at 85, with slightly lower employee satisfaction at 70; it's the most cost-effective at $4500 and takes 1.5 months to implement. Option C focuses on employee satisfaction, scoring 80, but has the lowest productivity at 70; it's also the most expensive at $6000 and takes 3 months to implement. Option D excels in productivity at 90 but has the lowest satisfaction score of 65, with a cost of $5500 and 2.5 months for implementation. Option E offers balanced performance, with a productivity score of 75, the highest employee satisfaction at 85, a cost of $5000, and the shortest implementation time of 1 month.

TABLE 2. Performance value

Alternative	Productivity	Employee Satisfaction	Cost	Implementation Time (months)
Option A	0.88889	0.88235	0.90000	0.50000
Option B	0.94444	0.82353	1.00000	0.66667
Option C	0.77778	0.94118	0.75000	0.33333
Option D	1.00000	0.76471	0.81818	0.40000
Option E	0.83333	1.00000	0.90000	1.00000

The performance values in Table 2 represent normalized scores for each alternative based on productivity, employee satisfaction, cost, and implementation time. Option A shows a productivity value of 0.88889 and an employee satisfaction score of 0.88235, with a cost efficiency of 0.90000 and an implementation time of 0.50000. Option B achieves the highest cost efficiency with a perfect score of 1.00000, along with a productivity value of 0.94444 and an implementation time of 0.66667, though its employee satisfaction is slightly lower at 0.82353. Option C excels in employee satisfaction with a leading score of 0.94118, but has a lower productivity value of 0.77778 and the least cost efficiency at 0.75000, with an implementation time of 0.33333. Option D scores highest in productivity at 1.00000, but its employee satisfaction is the lowest at 0.76471, and it shows moderate performance in cost and implementation time with values of 0.81818 and 0.40000, respectively. Option E demonstrates balanced performance with a perfect employee satisfaction score of 1.00000, a productivity value of 0.83333, and a cost efficiency of 0.90000, coupled with the highest implementation time score of 1.00000.

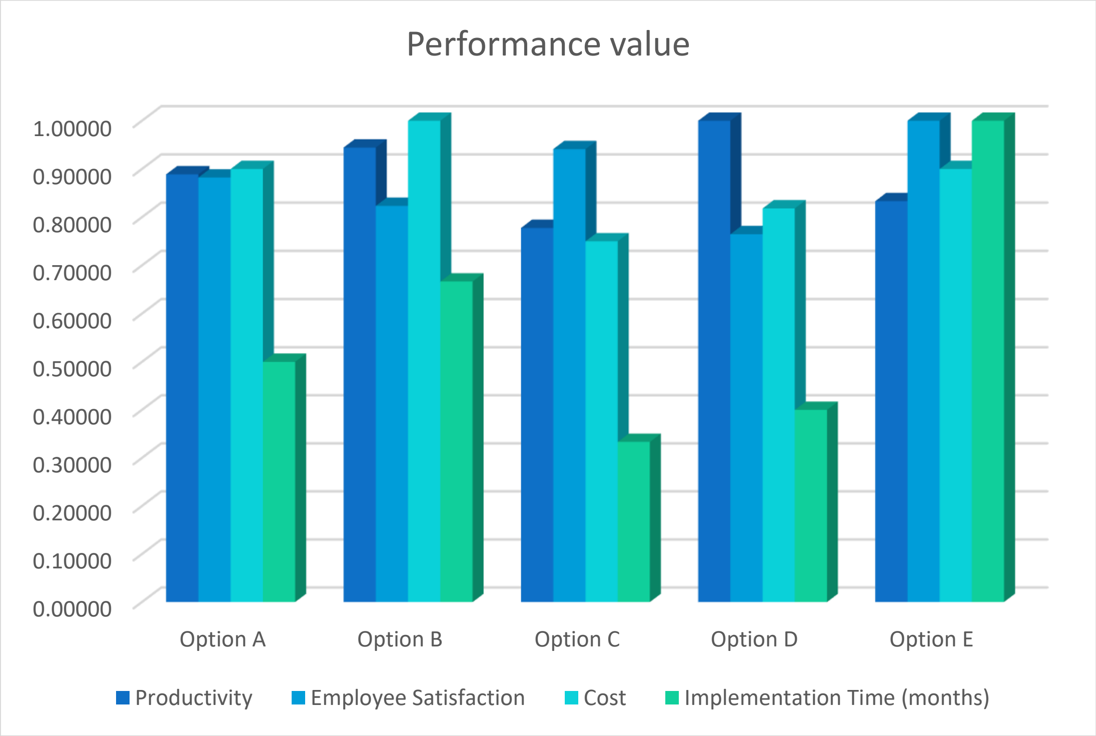

FIGURE 1. Performance value

Figure 1 displays the performance values for various options across four criteria: productivity, employee satisfaction, cost, and implementation time. Option A scores high in productivity (0.88889) and employee satisfaction (0.88235), with a moderate cost (0.90000) and a short implementation time (0.50000 months). Option B offers the highest productivity (0.94444) but has a higher cost (1.00000) and a longer implementation time (0.66667 months), with slightly lower employee satisfaction (0.82353). Option C excels in employee satisfaction (0.94118) and has the lowest cost (0.75000), with a relatively short implementation time (0.33333 months) but lower productivity (0.77778). Option D achieves the highest productivity (1.00000) and has a moderate cost (0.81818) and implementation time (0.40000 months), but lower employee satisfaction (0.76471). Option E has the highest employee satisfaction (1.00000) and a moderate cost (0.90000), though it has the longest implementation time (1.00000 months) and lower productivity (0.83333).

TABLE 3. Weight

Alternative	Productivity	Employee Satisfaction	Cost	Implementation Time (months)
Option A	0.25	0.25	0.25	0.25
Option B	0.25	0.25	0.25	0.25
Option C	0.25	0.25	0.25	0.25
Option D	0.25	0.25	0.25	0.25
Option E	0.25	0.25	0.25	0.25

Table 3 presents the weights assigned to each criterion for evaluating the alternatives. In this case, all criteria—Productivity, Employee Satisfaction, Cost, and Implementation Time—are given equal importance, with each criterion assigned a weight of 0.25. This means that in the decision-making process, each factor contributes equally to the overall evaluation of the options. Therefore, no single criterion is prioritized over the others, allowing for a balanced assessment of all aspects of employee engagement strategies across the different alternatives.

TABLE 4. Weighted normalized decision matrix

Alternative	Productivity	Employee Satisfaction	Cost	Implementation Time (months)
Option A	0.97098	0.96919	0.97400	0.84090
Option B	0.98581	0.95262	1.00000	0.90360
Option C	0.93910	0.98496	0.93060	0.75984
Option D	1.00000	0.93513	0.95107	0.79527
Option E	0.95544	1.00000	0.97400	1.00000

Table 4 displays the weighted normalized decision matrix for evaluating the alternatives based on the criteria of Productivity, Employee Satisfaction, Cost, and Implementation Time. Each value in the matrix represents the performance of an alternative on a particular criterion after applying the corresponding weight from Table 3.

- Option A shows strong performance across all criteria, with scores of 0.97098 for Productivity, 0.96919 for Employee Satisfaction, 0.97400 for Cost, and 0.84090 for Implementation Time.
- Option B stands out with a perfect score of 1.00000 for Cost, and it also performs well in other areas, such as Productivity (0.98581) and Implementation Time (0.90360).
- Option C excels in Employee Satisfaction with a score of 0.98496, but it has a lower score in Cost (0.93060) and Implementation Time (0.75984).
- Option D leads in Productivity with a perfect score of 1.00000, but its Employee Satisfaction score is slightly lower at 0.93513, and it has moderate scores in Cost (0.95107) and Implementation Time (0.79527).

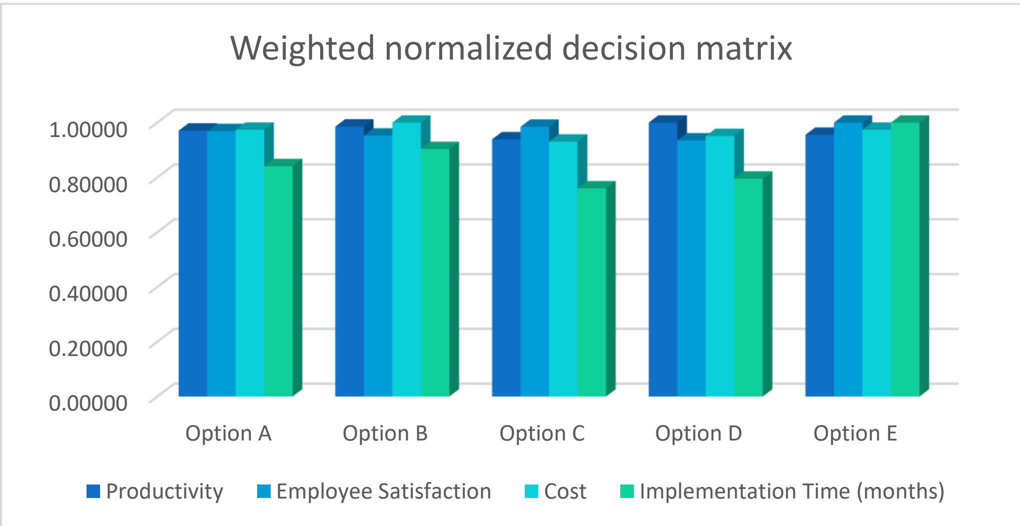

FIGURE 2. Weighted normalized decision matrix

Figure 2 presents the weighted normalized decision matrix for evaluating the alternatives based on the criteria of Productivity, Employee Satisfaction, Cost, and Implementation Time. Each score reflects the performance of an alternative after applying the weights from Table 3. Option A demonstrates strong performance across all criteria, with high scores of 0.97098 in Productivity, 0.96919 in Employee Satisfaction, 0.97400 in Cost, and 0.84090 in Implementation Time. Option B excels in Cost with a perfect score of 1.00000, and also performs well in Productivity (0.98581) and Implementation Time (0.90360). Option C stands out in Employee Satisfaction with a score of 0.98496, but it has lower scores in Cost (0.93060) and Implementation Time (0.75984). Option D leads in Productivity with a perfect score of 1.00000, but its Employee Satisfaction score is slightly lower at 0.93513, and it has moderate performance in Cost (0.95107) and Implementation Time (0.79527). These scores provide a comprehensive view of how each option performs relative to the established criteria.

TABLE 5. Preference Score

Alternative	Preference Score
Option A	0.77077
Option B	0.84858
Option C	0.65406
Option D	0.70730
Option E	0.93060

Table 5 presents the preference scores for each alternative, calculated based on the weighted normalized decision matrix from Table 4. These scores represent the overall desirability of each option, considering all criteria—Productivity, Employee Satisfaction, Cost, and Implementation Time—weighted equally.

- Option A has a preference score of 0.77077, indicating a solid performance across the board, but not the highest among the options.
- Option B achieves a preference score of 0.84858, making it a strong contender, especially with its perfect score in Cost.
- Option C scores 0.65406, the lowest among the alternatives, suggesting it may not be the most favorable option, despite its strong Employee Satisfaction score.
- Option D has a preference score of 0.70730, placing it in the middle range, with particular strength in Productivity.
- Option E stands out with the highest preference score of 0.93060, making it the most preferred alternative. This high score reflects its excellent performance, particularly in Employee Satisfaction and Implementation Time.

These preference scores help in ranking the alternatives, with Option E emerging as the top choice based on the given criteria and their respective weights.

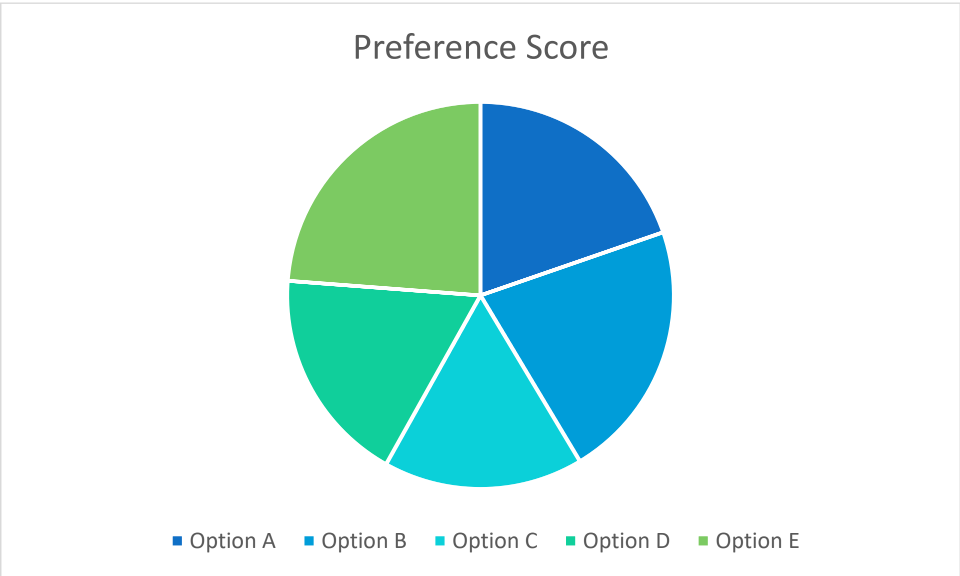

FIGURE 3. Preference Score

Figure 3 showed Option A has a preference score of 0.77077, demonstrating a strong but not exceptional performance across the criteria. It is a solid choice, though it does not lead the rankings. Option B follows with a preference score of 0.84858, indicating its robustness as an alternative, notably excelling in Cost. Option C scores the lowest at 0.65406, revealing it may not be the most favorable option overall, despite its high Employee Satisfaction rating. Option D sits in the middle with a score of 0.70730, showing particular strength in Productivity but less impressive performance in other areas. Option E emerges as the top choice with the highest preference score of 0.93060, reflecting its superior overall performance, especially in Employee Satisfaction and Implementation Time. These preference scores rank Option E as the most preferred alternative, highlighting its exceptional alignment with the criteria and making it the optimal choice among the options evaluated.

TABLE 5. Rank

Alternative	Rank
Option A	**3**
Option B	**2**
Option C	**5**
Option D	**4**
Option E	**1**

Table 5 outlines the rankings of the five alternatives based on their preference scores. Option E emerges as the top choice, securing the 1st rank due to its highest preference score, making it the most favorable option. Option B follows closely, taking the 2nd position, indicating it is also a strong contender. Option A ranks 3rd, showing it performs well but not at the top. Option D falls to the 4th rank, placing it towards the lower end of the options. Finally, Option C is ranked 5th, making it the least preferred alternative. These rankings help in identifying the best option for implementation, with Option E standing out as the most effective choice.

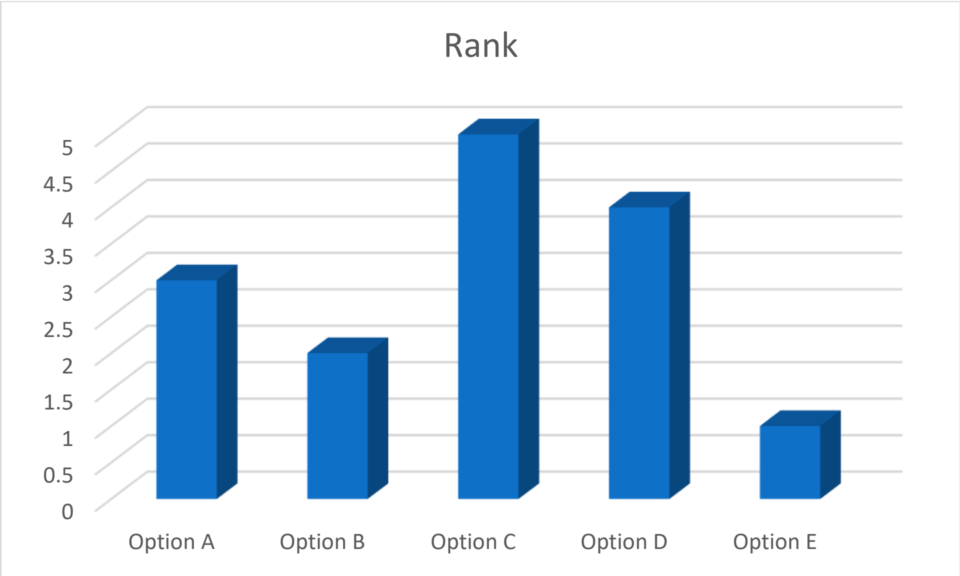

FIGURE 4. Rank

Figure 4 showed Option E ranks as the most favorable choice, demonstrating the highest preference score, making it the optimal solution for achieving organizational goals. Option B also shows strong potential, securing the second rank. Option A and Option D fall in the middle, indicating they are viable but less effective compared to the top choices. Option C, with the lowest preference score, ranks last, suggesting it may not be the best option for consideration. The rankings provide clear guidance for decision-makers, highlighting Option E as the most suitable alternative for maximizing organizational success.

8. CONCLUSION

In conclusion, effectively enhancing organizational performance necessitates a balanced evaluation of both benefit and non-benefit criteria. Benefit criteria, such as productivity and employee satisfaction, are crucial for understanding the positive impacts of various options. Productivity measures the extent to which an option can improve efficiency and output, directly influencing profitability and competitive advantage. An option that significantly enhances productivity can optimize operations, reduce waste, and elevate overall performance. Employee satisfaction is equally important, reflecting how well employees respond to different options. High levels of employee satisfaction can lead to improved retention rates, lower absenteeism, and a more positive work environment. By addressing employee needs and well-being, organizations can foster a motivated and committed workforce, which in turn can boost productivity and contribute to organizational success. Conversely, non-benefit criteria such as cost and implementation time are essential for ensuring that options are practical and aligned with organizational constraints. Cost encompasses both direct expenses, such as purchase or licensing fees, and indirect costs, such as training and maintenance. Evaluating the cost helps ensure that the selected option is financially feasible and fits within the organization's budget. Implementation time indicates how long it will take to fully integrate and deploy an option. Options with shorter implementation times can minimize disruptions to operations and enable quicker realization of benefits, which is vital for maintaining momentum and achieving desired outcomes. In summary, a thorough evaluation that includes both benefit and non-benefit criteria provides a well-rounded perspective on each option's potential impact. This approach ensures informed decision-making that aligns with organizational goals and resources, ultimately leading to more effective and sustainable performance improvements. Balancing these factors allows organizations to select the best options for enhancing their performance while managing costs and implementation challenges.

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