



# EMPLOYEE ENGAGEMENT: A REVIEW PAPER

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## Abstract

Employees are the foundation pillar of any industry. The success of any industry lies in its engaged workforce.. Employee engagement is a function of relationship between an organization and its employees. It plays a key role in achieving the organizational goals. Employee engagement leads to the feeling of belongingness and hence ultimately leads to satisfaction. Modern organizations consider their employees to be full of enthusiasm, excitement and express initiative at work, they want them to take concern for their own development, try for high quality and performance, be stout and dedicated to what they do and in other words companies need their employees be engaged. Engagement is achieved when people envisage that their organization respects their work, their work contributes to the organizational development and more prominently their personal ambitions of growth, rewards and pay are met. Thus it has become very essential to implement various HR Strategies which support every employee and make them feel valuable. This paper makes an attempt to study the different dimensions of employee

engagement with the help of review of literature. The study deals with the study of literature on Employee Engagement concept, and Human Resources Strategies This study is based on secondary data which is collected through referring journals, Books and websites.

KEYWORDS: Employee Engagement, Organization, Human Resources Strategies

## EMPLOYEE ENGAGEMENT

Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages—including higher productivity and lower employee turnover. Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces. Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces. Thus, it is not surprising those organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces. Over recent years there has been seen a significant shift in the employee-employer relationship. With increasingly competitive markets, globalization, a volatile economic climate, demands for constant change and the war for talent, organizations face significant challenges in their pursuit for business success. The psychological contract is now different to what it once was; for many, there is no longer a job for life, and indeed redundancy is a very real possibility. There is also evidence that expectations of employers and employees differ from those of the past. In increasingly turbulent times engagement may therefore be the ‘deal-breaker’ for organizations seeking sustainable success.

Employee engagement benefits to the business have been demonstrated in many studies. Engaged employees will be working harder than others, would be passionate performers of their jobs and give the extra effort for the organization. They will be active and provide the best results for the business. Thus it is important to study the factors that have an effect on employee engagement. There by boosting the progress of industry. Culture of effective communication, positive reinforcement, adequate resources, innovation, and trust in senior management, skill enhancement, teamwork and autonomy helps in improving the engagement level of employees The use of new technologies, skilled manpower, benchmark practices, and technical education has helped to increase the efficiencies in many organizations.

As a result of global corporate environment and increasing competition, having satisfied and determined employees are not enough to bring necessary business results. Satisfied employees may simply meet the work demands; however this may not be essentially lead to higher performance. In order to compete efficiently, organization need to focus their attention beyond satisfaction ,employers motivate their employees to apply their full potential and competences to their work, if not, company might lose part of the valuable employees .Therefore, modern organizations expect their employees to be full of enthusiasm, excitement and show creativity at work, they want them to accept challenges for their own development, strive for high quality and performance, be energetic and dedicated to what they do. The engagement is achieved when people consider that their organization respects their work, their work contributes to the organizational goals and more importantly their personal aspirations of growth, rewards and pay are met.

## Literature Review

The literature review is focused on literature that conceptualizes employee engagement. This study aims to understand the concepts of Employee Engagement and determine the drivers of Employee Engagement with the help of review of literature.

### Employee Engagement

Initially employee engagement was thought of as personal engagement with the organization and indicated that an employee's focus was on performance of assigned tasks. The concept of employee engagement has been outlined in many ways by the academicians moreover as corporate analysis agencies. Hence in this segment an effort has been made to include both the aspects.

**(Bijaya Kumar Sundaray, 2011)** This study focuses on various factors which lead to employee engagement and what should company do to make the employees engaged. Proper attention on engagement strategies will increase the organizational effectiveness in terms of higher productivity, profits, quality, customer satisfaction, employee retention and increased adaptability.

**(Vipul Saxena & Rachana Srivastava, 2015)** This study proves that Employee engagement is the level of involvement and commitment an employee has towards his/her organization and its values. It is a measure of an employee's positive or negative attitude towards their job, colleagues and organization which influences their willingness to learn and perform at work. Employee engagement has a direct impact on the employee's productivity, loyalty, commitment and less attrition.

**(Nadia Nazir & Shazia zamir, 2015)** The objectives of study were to determine the relationship between organizational culture and employee's performance, the findings indicates that there is positive relationship between employee's performance and organizational culture and also indicate that there is no significant difference in responses between gender of employees regarding organizational culture and employee performance.

**(Parent, J. D., & Lovelace, K. J. 2015)** This paper suggests that, through a supportive organizational culture, human adaptability to change can be increased. Culture is influenced largely by its management and its leaders. There is much evidence that the idea of positive psychology can be used to enhance employee engagement and change an organization's culture. Positive psychology can translate into benefits for companies, management and workers alike.

**(Anjum Tanwar, 2017)** This study indicates that, Employee engagement is a relationship between the employee and the enterprise, an engaged employee is the one who is entirely engrossed in and ardent in their job, and so take constructive action to further the reputation and objectives of the organizations. The construct employee engagement is built on the foundation of concepts like organization citizenship behavior, employee commitment, and job satisfaction.

**According to the Institute of Employment Studies (IES)**, employee engagement is defined as a positive attitude held by employees towards the organization and its values.

**Hewitt Associates** defines 'employee engagement' as 'the state in which the individuals are emotionally and intellectually committed to the organization's goals.

**The Corporate Leadership Council (CLC)** defines engagement as the extent of employees' commitment, work effort, and desire to stay in an organization

**(T.Suhasini and Dr.K.Kalpana, 2018):** The study reveals that Employee Engagement is a comprehensive task and cannot be accomplished by the effective training programs also. Organizations can improve engagement by opportunity thinking, enhancing employee decision making, and commitment. Employee engagement results in reduced turnover intentions and increased innovative work related behavior.

**(V.Siva Kumar 2015):** This study describes that the high level of employee Engagement increases the growth of the organization and acts as a retention strategy. From this study it is observed that employee engagement in private banks is not satisfactory.

**(NP Myilswamy, Dr.R.Gayatri 2014):** According to their research “A study on Employee Engagement: Role of Employee Engagement in organizational Effectiveness”, it is concluded that the level of Engagement determines employees productivity and their intention to stay in the organization. Employee Engagement drives organizational effectiveness by improving loyalty, retention, safety, productivity and profitability. And the employees who are highly involved in work are more engaged.

**(Johnson 2011)** asserts that if applied correctly the engagement data can well act as a warning system for the organization, the study reports a negative correlation between the specific instances of work place deviations and levels of EE within the organization.

**(Sweetman & Luthans, 2010) defined** From the psychological perspective, engagement is a state-like phenomenon which is portrayed as an affective-cognitive state-like condition. It is not a temporary state such as mood nor as relatively non-malleable as fixed characteristics such as personality traits.. It is deemed quite stable.

**(Fernandez, 2007)** displays the dissimilarity between job satisfaction, the well-known construct in management, and engagement competing that employee satisfaction is not the same as employee engagement and since managers cannot depend on employee satisfaction to retain the best and the brightest; employee engagement becomes a critical concept.

**(Towers Perrin (2007)** investigated and reported that those organizations with more engaged employees subsequently increased their operating income by 19% and earnings per share (EPS) by 28% annually.

**(Saks ,2006)** argues that organizational commitment additionally differs from engagement in this it refers to a person’s perspective and attachment towards their organization, whilst it could be argued that engagement is not simply an attitude, it is the degree to that a personal is focused to their work and absorbed within the performance of their role. In addition, while OCB involves voluntary and informal behavior that can help co-workers and the organization, the focus of engagement is one’s formal role performance rather than purely extra-role and voluntary behavior.

**(The publication of the Conference Board of USA 2006)** describes employee engagement as an intensified emotional association that an employee feels for his or her organization that influences him or her to utilize greater discretionary effort to his or her work.

**(Mc. Bain 2006),** According to him employee engagement is a modern concept, which defines employees’ commitment, job satisfaction and involvement.

**(Robinson ,2006):** According to him employee engagement can be attained through designing an organizational environment where positive emotions such as involvement and pride are encouraged, subsequently organizational performance improves, employee turnover reduces.

**(Mahendru et.al, 2006)** defined Employee engagement is the extent to which people enjoy and believe in what they do, and feel valued by doing it. It is the degree of commitment towards the hub that an individual performs and until however long the individual remains with the organization as the results of their commitment.

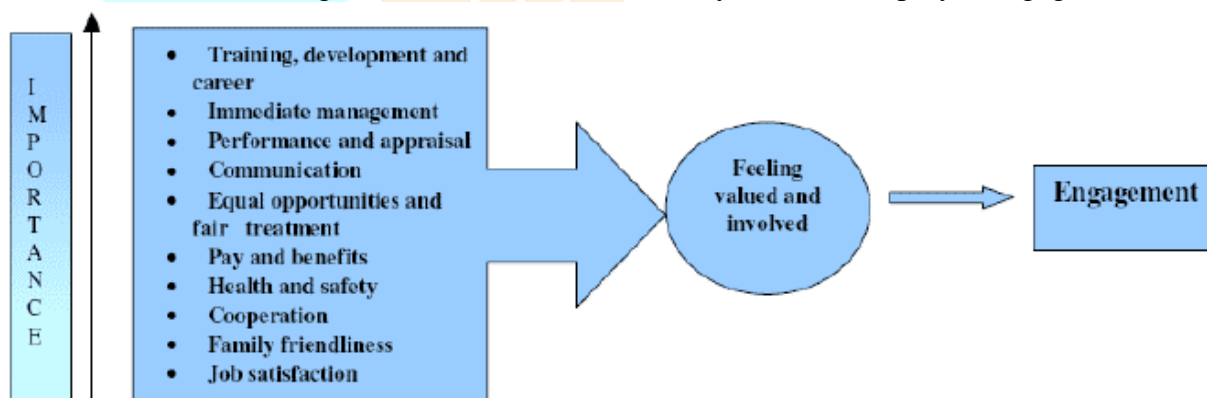
(Stockley, 2006) defined ‘engagement’ as an extent that the employee believes in the mission, purpose and values of the organization and reveals their commitment through their actions as an employee and their attitude towards the organization and the customers.

(Robinson et al. 2004) defined employee engagement is a positive attitude believed by the employees towards the organization and its values. An engaged employee is responsive towards business environment, and works with colleagues to improve performance within the job for the advantage of the organization. The organization must place effort to develop and encourage engagement, which requires a two-way relationship between employer and employee.”

(Madhura Bedarkar, Deepika Pandita, 2013: conducted a study on “Drivers of employee Engagement impacting Employee Performance. The study predicted three drivers of Employee Engagement; they are leadership, communication and work life balance.

(Swathi.S, 2013): According to the study on effective Employee Engagement factors it was observed that no single factor or specific type of factor will be suiting the person or the industry. The factor keeps on changing on time to time and industry to industry.

(Institute of Employment Studies (IES) 2003: According to IES 2003 survey they developed a diagnostic tool which indicates various components which leads to feeling valued and involved. Robinson identified feeling valued and involved is the key driver of employee engagement.



During the course of research conducted all over the world several factors have been found to affect the levels of engagement of an employee in an organization. A few of them are discussed in the following work.

### 1. Career development

Opportunities for personal development Organizations with high levels of engagement provide employees with opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their potential. When companies plan for the career paths of their employees and invest in them, then they prove to be the assets of the organization. Effective management of talent Career development influences engagement for employee and retaining the most talented employees and providing opportunity for personal development.

### 2. Leadership

Employees show more engagement towards the organization when they see themselves getting praised by their immediate. Managers Leadership dimensions that are found to be most influential are making up a good mentor or manager and articulation of the vision.

### **3. Effective Management of talent**

Employee engagement-friendly culture appreciates the diversity related to talents and skills that come in with the employees and prompts the employees to aspire for and achieve the vision of future. Employee engagement is seen to be highly influenced by one factor effective management amongst other factors

### **4. Clarity of Company Values, Policies and Practices**

HR practices and policies play an important role in defining the relationship between the employees and employers. Employees should be made to feel that their companies' values are clear and unambiguous in order to generate higher engagement. Value it amongst other was also found to be an antecedent to employee engagement

### **5. Equal opportunity and fair treatment**

The employee engagement levels would be high if their superiors provide equal opportunities for growth and advancement to all the employees.

### **6. Communication**

The Company should follow the open door policy. There should be both upward and downward communication with the use of appropriate communication channels in the organization. If the employee is given a say in the decision making and has the right to be heard by his boss then the engagement levels are likely to be high.

### **7. Quality of working relationships with peers, superiors & subordinates**

If employees' relationship with their managers is fractured, then no amount of perks will persuade the employees to perform at top levels. Employee engagement is a direct reflection of how employees feel about their relationship with the boss.

### **8. Performance appraisal**

Fair evaluation of an employee's performance is an important criterion for determining the level of employee engagement. The company which follows an appropriate performance appraisal technique (which is transparent and not biased) will have high levels of employee engagement.

### **9. Pay and benefits**

The company should have a proper pay system so that the employees are motivated to work in the organization. In order to boost his engagement levels the employee should also be provided with certain benefits and compensation.

### **10. Health and safety**

Research indicates that the engagement levels are low if the employees do not feel secure while working. Therefore every organization should adopt appropriate methods and systems for the health and safety of their employees.

### 11. Job satisfaction

Only a satisfied employee can become an engaged employee. Therefore it is very essential for an organization to see to it that the job given to the employee matches his career goals which will make him enjoy his work and he would ultimately be satisfied with his job.

### 12. Family friendliness

A person's family life influences his work life. When an employee realizes that the organization is considering his family's benefits also, he will have an emotional attachment with the organization which leads to engagement.

### 13. Co-operations

If the entire organization works together by helping each other i.e., all the employees as well as superiors co-ordinate well then the employees will be engaged.

### Conclusion

For an organization to successfully implement an employee engagement program, constant communications and consistently at every step of the program are extremely crucial.

Also employee engagement program needs complete support from management in making all managers accountable. Organizations can improve engagement by opportunity thinking, enhancing employee decision making, and commitment. Organizations need to instill a sense of involvement, positive emotions about their work and a sense of community in their employees. Emphasis should be given employee opinions and opportunities should be provided to them to be heard. Transparency from the senior leadership will also make the organization culture more open. Trust by top management and company leaders will foster positive and supportive relationships for all levels and ensure the execution of the program. Overall, employee engagement improvement is a long term project for all types of organizations.

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