# Effectiveness of employee engagement in organizations:An Overview.

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**ABSTRACT**

Employee engagement (EE) is a highly admired and vast topic having various shades and shadows, and it has been studied exclusively from a quantitative, survey based approach, both in academics as well as in industrial research. The present study therefore aims to provide a snapshot or an overview of engagement in a way that encompasses all the key findings in both academic research and HR practitioners. This paper offers a novel methodology where content analysis approach is used to provide a snap shot of the various findings of the papers on employee engagement that weaves together the researcher's personal and participants' experiences to illuminate the phenomenon. This paper in short reviews existing literature on employee engagement from the most recent research, showing various variables/drivers in both public and private sector organisations. The findings are jotted down for the ease and study of the future researchers. In this paper the researchers have tried to explore the rationale of employee engagement practices . By analyzing the literature one can easily understand that along with demographic factors psychological as well as emotional factors plays vital role in employee engagement as they all are interdependent on each other.

**Keywords:**

Performance, drivers, content, Qualitative research, Employee engagement.

## 1. INTRODUCTION

In the current scenario where need for change and randomness is prevailing , employees experience more stressed and challenged .This means if you have to promote sustainable employee engagement, it is important to merge employees commitment with their psychological well being. Efficient organizational management coupled with robust horizontal and vertical communication could result in improved business outcomes. Employee engagement usually forms a degree of delegated decision making. This may fall short of pure" empowerment" and is better known as "structured engagement". It will vary from organisation to organisation. Not every company practices the phenomenon but moving decision making further down the managerial stratum is probably a common trait of successful implementations of employee engagement.

Academicians likely to define employee engagement in terms of roles and tasks, opposite of burnout, discretionary effort, business outcomes, and the state of flow. While, practitioner
definitions have a tendency to add a strong focus on engagement with the organizational culture and its financial outcomes such as profitability, high retention customer satisfaction and low turnover. The range and different shades of employee engagement present a challenge when reviewing employee engagement research. The present study therefore aims to provide a snapshot of engagement in a way that put together all the key findings in both academic research and HR practitioners. For this, the variables/drivers of employee engagement and its characteristics are analyzed using content analysis. This methodology is a research technique for the systematic and qualitative description of manifest content of communications. Practices of the content analysis is used to study the changing trends in the theoretical content and methodological approaches by analyzing the journal papers of the discipline.

A few statements defining engagement are:
Engagement is fundamentally an emotional response which an individual has to the situation in which they find themselves and an employee chooses to become engaged when their intrinsic motivational needs (i.e. the things that matter most) are met. So employee engagement is essentially about achievement of intrinsic motivation. Bakker, A.B. & Xanthopoulou,D (2009) describes it as connecting the work environment and people at emotional level towards the goal achievement in proactive manner is described as employee engagement.Employee engagement can also be defined as the extent to which an employee feels a sense of psychological investment in his/her work, so that he/ she is behaviourally (social) and intellectually focused on organizational goals.

## 2. LITERATURE REVIEW

| Author & Year | Source /journal | Variables | Findings and conclusion |
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| Lamin Sanneh Dr. Saud A. Taj **2015** | International Journal of Human Resource Studies | Work environment Leadership, Team& co-worker relationship Training & career development, Compensation and remuneration, Organizational policies, structures & practices, Workplace well-being, Employee performance | A healthy work environment, both physical and emotional, will motivate employees to engage at work. Team and co-worker relationships have virtually little or no correlation with engagement but there is a strong correlation between workplace well-being and engagement. |
| Professor John J Oliver **2012** | Engage For Success | | The four key areas which contribute to the problem in public sector : 1: an overt or unconscious reluctance by senior leaders to delegate decision making 2: a reluctance or incapability of middle management to accept real ownership and accountability 3: a legacy of past practices (often many years old) which permeate the leadership/management culture 4: the very nature of business in public sector organisations, including as noted before the influence of elected officials or equivalents alongside a marked absence of metrics with which to measure performance and develop true accountability and ownership. |
| Neeta Bhatla **2011** | International Journal of Scientific & Engineering Research | Movie Screenings Project Parties Hobby Centres Family Involvement Communication Reward schemes organisation culture Team building activities Leadership development activities | Employee engagement does not enhance engagement or customer response. It is an initiative coined to identify employee engagement with work & trust in the company leading to action plans for forming a truly engaged workforce that creates internal value, promises organizations of employment stability & in effect, positions organisations for nonstop development & success. |
| Debalina Roy (Ghosh) Abhijit Siddhanta **2010** | Asian Journal of Management and Research | Employee performance /efficiency,Productivity, Safety, Attendance /retention, Customer service & satisfaction , Customer loyalty & retention, Profitability , Feedback, Counselling & mentoring, Fair reward, recognition & incentive scheme, Effective input, Clear job expectations , Adequate tools to perform work , Motivation | Engaged employees demonstrate three general characteristics: (i) Say – They consistently speak positively about the organization to colleagues, customers, family & friends. (ii) Stay – They have strong desire to be with the organization even if they get job offers outside. (iii) Strive – They put in extra time, effort & initiative to contribute to business performance. |

| Anita Singh1 & Rinku Sanjeev **2013** | International Journal of Management Research and Business strategy | Encouragement & Meaningful Task Recognition & Support Motivation & co operation Feedback &opportunity Career Development & Growth | One cannot attract, retain & engage employees by giving higher salaries only. There are other important factors also like job content, recognition, encouragement, cooperation, development opportunities, scope for career growth, which play a very vital role in employee's engagement. |
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| Prof. Deepa Mishra, Dr. Sampada Kapse and Ms. Dhara Bavad **2013** | International Journal of Application or Innovation in Engineering & Management (IJAIEM*)* | Culture of engagement Talent Mindset Organizations' Reputation & branding Transparency Employee Wellbeing & Loyalty | Extraordinary involvement with job will create a motivated workforce that will work together to achieve the common goals of the organization. Highly engaged workforce will definitely make an organization more successful in terms of financial & nonfinancial parameters. |
| Malavika Desai , Bishakha Majumdar , Ganapathy P.Prabhu **2010** | Asian Journal of Management Research | Connect, Career, Clarity, Convey, Congratulate, Contribute, Control, Collaborate , Credibility and Confidence. | The important components found were; training and development,organizational culture and community, while designing organizational policies on decentralization ,rewards and incentives communication of information, employee career development, and developing organizational brand image. these factors should be considered |
| Dr.P. Amirtha Gowri and Dr.M. Mariammal **2012** | Bonfring International Journal of Data Mining, | 'Commitment', 'Salary & benefits' 'Job satisfaction' | Organizations have to give their employees the freedom to make their work exciting & an environment having an engaged work life. With increasing responsibilities at home & a desire to excel in their careers, employees often get distracted from their work which needs to be taken care of. |
| Dr. R. Suresh Babu **2013** | Indian Journal of Applied Research | Training , relationship, loyalty, responsibility, environment, hierarchy communication, participation | While dealing with customers, employees face problems of inadequate of knowledge of the customer, fear of insecurity & unawareness among the customers. These, create confusion & job stress among the employees. |
| P. Matthijs Bal, Dorien T. A. M. Kooij and Simon B. De Jong **2013** | Journal of Management Studies | Development on the job internal promotion, job enrichment, lateral job movement or job rotation, & second career | The current study has shown that developmental HRM universally relates to employee outcomes by creating a less transactional & a more relational psychological contract. Employees focused on selection of goals or compensation of losses benefit from the availability of accommodative HRM, whilst those who do not have such strategies might actually become more disengaged. |
| P.Kamalakka nnan Dr.K.Jawahar Rani **2014** | International Journal of Exclusive Management Research | Attitude towards change | The successful design, implementation, measurement and maintenance of an organizations initiative are a must to change the attitude of employees towards organizational change. |

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| Mrs. T. Arunmozhi Dr. V.K. Somasundaram, **2013** | International Journal of Exclusive Management Research | Characteristics of Work Characteristics of 'Individual' Characteristics of Group Process Characteristics of organization | Each organization can conceive distinct strategies for real time employee engagement, provided it realizes the potency of the employee as the repositories of path-breaking ideas .One thing is but sure that the whole gamut of real time employee engagement is a kind of self discovery for organization. |
| Chandan kumar sahoo & sukanta mishra **2012** | ASCI Journal of Management | Organisational culture , Role of top managemen Employee socialization, Redeployment, Employee involvement, Training initiatives Performance management ,Pay & reward systems ,Non-statutory welfare scheme | People are a key component of any company's ability to execute its strategy & achieve its goals. Any organisation that embraces a fine management philosophy, recognizes employee's talent & potential, & is committed to providing them an enriching professional experience is bound to succeed. |
| I. A. Hussain , N. Yunus, N. A. Ishak & N.Daud **2013** | International Journal of Business and Management | intention to leave | Known for highly regulated body, banks are not able to compromise on risk & confidentiality issues. Given that, the rigidness of work procedure & legacy system in performing work has curbed the freedom wished by the young bankers. This phenomenon has enticed them to leave & this leads also to low engagement level at work. |
| D. Pradeep Kumar & G. Swetha **2011** | International Journal of Trade, Economics & Finance, | Job characteristics Perceived organisational & supervisor support Rewards & recognition Distributive & procedural justice | The employee connection to the organisational strategy & goals, acknowledgment for work well done, & a culture of learning & development foster high levels of engagement. Without a workplace environment for employee engagement, turnover will increase & efficiency will decline, leading to low customer loyalty & decreased stakeholder value. |
| Brad Shucka **2011** | Human Resource Development International | Job fit, affective commitment, psychological climate, & employee engagement, discretionary effort, & intention to turnover | Job fit, affective commitment, & psychological climate were identified as possible leverage points forpractitioners to enhance employee engagement. Employees who perceive that they have the physical, emotional,& psychological resources necessary for the completion of work are less likely to have an intention to turnover. |
| P. LAKSHMI NARAYANA MMA **2012** | International Journal of Research in Commerce, IT & Management | Employee commitment, senior management support, openness & trust of employers | Maintaining good employee responsibilities benefits both organisation & employees. It is better to invite employee suggestions & through implementing good suggestions it can create trustworthiness which leads to employee involvement & commitment. |
| Olivia Fachrunnisa Ardian Adhiatma Mutamimah **2014** | The International Journal of Organizational Innovation | Spiritual Wellbeing Spiritual Leadership Task Performance Creative Process Engagement Job Satisfaction | Results of our study support the notion that spiritual well-being is likely to mediate a relationship between spiritual leadership and creative process engagement and job satisfaction. |

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| Dr. Anil Chandhok Dr. Bhavet **2014** | International Journal of Research in Commerce, IT & Management | extent of employee engagement extent of employee commitment relationship between employee engagement and commitment impact of income on employee engagement and commitment income on employee engagement | There is a positive but weak relationship between employee engagement and commitment level of employees indicating that there are other influencing factors such as transparency in communication ,conveyance of expectations , congratulations or recognition, contributions, control over own job, teamwork between employees, credibility in leaders, confidence in the company, leadership, empowerment to the employees , job satisfaction, equal opportunities ,fair treatment, performance management, compensation . |
| Shiv Kumar Sharma and Sukhmeet Kaur **2014** | The IUP Journal of Organizational Behavior | Total Involvement, Sensation/Emotions, Connection,SatisfactionAtt ention ,Motivation , Commitment , Time Flow , Antithesis of Burnout , Intellectual ,Discretionary Effort , Energy/Vigor , Willingness,Enthusiasm Behavioural /Social , Participation, Right Role/Role Absorption , Strategic Decisions , Two-Way Relationship Right Use of Assets | The most frequently used factors to define engagement are sensation (emotional), right work performances and intellectuality of employee. Proactive behaviour (intellectual) of employee is the second most important. Sensation (emotional), intellectual and role absorption/right work are the most countable factors behind each dimension. |

Following review enabled the researcher in developing the following understanding:-
As the cost of poor employee engagement will be a detrimental factor behind organisational success, it is vital for HR to foster positive, effective people managers along with workplace policies & practices that completely focus on employee's well-being and health. So employee engagement should not be a onetime exercise, but it must be a continuous process of learning, improvement & action.

## 3. DESIGN/METHODOLOGY

In this research various papers which are published in prominent HR journals were scanned and those published during last six years were kept under spotlight. Papers pertaining to employee engagement and its antecedents and consequences were categorized and examined in detail. Papers were qualitatively classified in accordance with particular dimensions. Process enabled the researcher to carry out a systematic review and explore new dimensions by deep study of the existing literature. It is a structured summary adequately portraying the most pertinent and salient features.

## 4. SOME FINDINGS/RESULTS

A deep analysis of the available literature enabled the researcher to explore new dimensions which is a very significant contribution to the existing literature of knowledge.

- Employee engagement broadly depends on four major conditions in the workplace: Organization's culture, continuous reinforcement of people focused policies, meaningful matrices & organizational performance.
- The availability of physical, emotional, & social resources predicted motivation toward task completion. So resources play unavoidable role on an employee's performance.

- Demographic factors alone cannot predict an individual's propensity to be engaged. Here sharing of responsibility between management and employees over issues of substance & work/life balance is more significant.
- The drivers of engagement inspire employees to be deeply involved in & remain committed to their work, care about their organization & colleagues, & go the extra mile for their organization to ensure its success.
- Substantial improvements have been seen in the organization due to employee engagement initiatives, manpower right-sizing and technological up progression.
- Four key emotions that lead to engagement are:
    o Employees are enthusiastic about their work
    o Employees are empowered to do their work their way
    o They are inspired by their leaders
    o Employees are confident they can achieve success

## 5. OTHER MAJOR FINDINGS ARE : -

- When an employee performs according to his/her capability (according to his/her own SEEK i.e. (Skills, Expertise, Experiences and Knowledge), he/she would be able to get involved emotionally and express himself/herself behaviourally (intellectually) and knowledgeably for achieving the organization's goal.
- In telecom sector employees have a lower level of organizational commitment as the statistics given by the respondents is statistically and significantly different from the league indicating that majority of the employees are not dedicated to their organization and would leave their existing job if the right opportunity came along due to other reasons such as career frustration, ample benefits, job security, boredom, cynicism, indiscrimination, and a clean and safe work atmosphere.
- Work shall be meaningful to the individual, involving for the group and profitable for the organization. In this process it will be an ideal 'win-win' condition for all.
- Employee engagement can also be called as psychological contract/ workers contract.
- Psychological contract can be categorized in two ways, namely transactional & relational contracts. Developmental HRM rebalance the psychological contract, as the employees perceive it as less transactional & more relational.
- The approach of employee engagement for new employees begin from the selection or recruitment stage by selecting the right person & providing a realistic job preview, organizing strong induction & orientation programme, providing rigorous training & development programme covering soft skills, technical skills, leadership development etc. and also updating the employees about the current trends which shall help in increasing their performance.
- In case of banks the young employees possesses the behavior of "job hopper" whereas the rigidness of banks operations stimulate the young employees to develop the work attitude of reduced engagement.
- Disengaged employees detach themselves from work roles & withdraw cognitively as well as emotionally. Such employees display unfinished role performances & task behaviors become effortless, automatic or robotic.
- In case of public sector, the senior managers must think about engaging their workforce despite having job contracts of permanent nature and other facilities that are normally associated within this sector.
- 'Ten C's of Engagement':- Connect, Career, Clarity, Convey, Congratulate, Contribute, Control, Collaborate, Credibility, Confidence .
- Along with all factors discussed above individual differences also have deep impact on work performance. Here perception & personality have been suggested to have key influences on how individuals respond, thus shaping & directing how engaged they are.
- Emotional factors are associated to an individual's personal satisfaction & the sense of inspiration & affirmation they get from their work & from being part of the organization.
- Personal relationships have also been found to impact work engagement.

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- Individuals may not be resisting the change as they are resisting the potential loss of status, pay, comfort or power that arises from expertise. As mainly there is not a disagreement with the profit of the new process, but rather there is a fear of unknown future and about their ability to adapt it.

## 6. CONCLUSION

The deep study of the topic signifies that the organizations need to re-think what the exactly mean by employee engagement, and why it matters to them and how can they successfully embed it. For this expending purposeful effort that help managers better understand their role in inspiring engagement and equipping them with the skills to be more effective people managers, particularly in terms of the communications they have and the relationships they build, will produce much deeper impact rather than spending vast sums of money on over-simplistic surveys and measurement or over complex initiatives. So it is the responsibility for all the company managements to enhance their ability to create an environment so as to inspire and lead the employees for achieving highest level of employee engagement so as to achieve the organizational goal.

## 7. RECOMMENDATIONS

- It is really important to bring employees together in teams to fully engage them with the organizational plans, particularly strategic plans that have long-term implications for both employees as well as organization.
- Informal and more interactive meetings should be conducted between employees and their managers as there might be some gaps between these two groups. Thus, managers should be equipped to offer them scope in engaging and getting the best out of their teams (Truss *et al.*, 2013; Shuck *et al.*, 2010).
- Also team building and bonding will definitely benefit the organization with integrated skills, resources and different experiences of team members towards enhancing efficiency and productivity.
- By promulgating such understanding and team ethics among members, teams can be resourced to achieve better results and withstand the challenges of the volatile business environment and reduced risk of failure (Kahn, 1990).
- To recruit, maintain, & motivate employees in an gradually more competitive environment, HRD practices must be more and more innovative & compelling, benefiting both the organisation & the employees (Joo 2010).
- It is essential that HRD programs balance the positivity of the organisation with the good of the employees and sustainability of organizational performance alongside any intervention or program must be considered.
- In order to remain competitive and increase employability, the employees" knowledge, skills and talent need to be continuously developed to ensure that their engagement levels remain high(Schaufeli and Salanova, 2011).
- In particular, to nurture employee International engagement, organizational leaders may consider creating a vibrant working environment that is full of vigour, supportive, empowering, safe and meaningful for employees to fully engage (Deci and Ryan, 1987).
- Measures should be taken to create an engaged culture, thus, management has to anticipate if employees are happy to get to office, enjoy work and working with colleagues, superiors, and be

satisfied with the general environment since these factors act like a glue and firmly bind people with the organization (Truss *et al.*, 2013)

- A continuous evaluation system should be there consisting of a cycle of 30, 60, or 90 days post-event. On boarding and exit are two of the major milestones that many companies think about recording the feedback, but we also suggest thinking about training, new site openings, and more depending on the nature of the business.
- To get the accurate insight of the organization short, relevant and timely surveys, using the correct feedback channel is essential .The younger generation of employees is more techsavy so they may want to provide feedback via SMS, while management team wants to share comments using dedicated channels.
- By bringing the employee data into the same reporting center as industry benchmarks, customer feedback and financial data to create a holistic view so that drivers of the employee engagement and customer satisfaction can be uncovered.
- To engage employees one needs to prove to them that what they do really plays an important role for their customers. This can be achieved by making customer feedback available to them, through the right channels and with the right level of detail identifying their role in delivering great customer experiences.
- Transparent process should be created and sharing of the current on goings with the employees should be there so that they can so that they can continue to share their experiences with the managers.
- Gathering feedback from employees only is not sufficient, you must be able to act on it. Often, it's the minor, more tactical actions which generate crucial short-term ROI and allow you to expand your program.
- Causality with correlation should not be confused; just because an employee demonstrates loyalty or discretionary effort does not essentially mean that they are engaged or perform to a high standard.
- 'Putting the management basics in place' is probably the only most vital step that any organization can take on their 'engagement journey'. It's not about complex initiatives or programmes but ensuring that fair management practice becomes truly embedded within the organization and that managers behave with integrity.
- Excellent work should be recognized consistently, through monthly and annual staff awards, and may be acknowledged publicly, through group meetings or shared emails.
- Research has shown that playfulness is positively related to both job satisfaction as well as well as job performance, thus ensuring higher commitment (Yu, Wu, Chen, & Lin, 2007).
- An ethical organizational culture should prevail, maintaining and reinforcing the organizational brand image in the employees through repeated exercises.
- Every manager has his/her own "shadow of influence "shaped by the combination of both conscious and unconscious behaviours. The approach here is to progressively understand this shadow by introducing a series of simple Management Style Questionnaires and Peer Reviews.
- Employees have much greater insight as to what's happening in stores and call centers, so their feedback should be given priority as part of the engagement program.

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