

EMPLOYEE ENGAGEMENT: A LITERATURE REVIEW

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Abstract

The goal of this article is to explain what employee engagement is and why it is essential (in particular in relation to its impact on retention and performance of employees) as well as to highlight aspects critical to its effective execution. Methods/Statistical Analysis: Researchers used an evaluation method for this study. As part of the evaluation process for around 30 academic and popular research articles / literature, researchers have identified many variables, mostly discussed in these research papers. The review process seeks to reinforce current material. After examining all the factors in each research paper, the authors took the results. Findings: This research paper discussed various factors concerning commitments that are macro at the organisation's and micro level, i.e. at the individual level. These variations can be due to differences in individual characteristics and job characteristics, gender diversity, ethnic diversity, etc. The suggestions given in this article include various ways to employee participation for new workers, such as excellent training and development programmes, the certification programme, as well as a realistic job preview. The results of this research will be helpful for any organisation, regardless of its kind of company, in developing a robust employee engagement strategy with a mixture of all three elements. Managers may restructure the work and policies on the basis of the elements in this article that will lead to happy employees. This article will help anyone seeking a better understanding of employee involvement to improve corporate performance. Applications/Improvements: The results of the study have an impact reference where different engagement factors are implemented and employee turnover is reduced and productivity improved.

Keywords: Engagement, Human Resource Strategies, Organisation, Performance, Retention

1. Introduction

In this article we examine the different variables that influence the engagement of employees in a company. These are also known as engagement drivers. Today the commitment of employees has become a top concern as they continuously explore new ways of keeping their employees engaged. The management is every day challenged by their ability to keep their employees motivated while executing devised policies. Employee turnover has stormed many areas in the

business, because workers frequently move employment, resulting in significant attrition rates. Thus, employee retention and commitment have become evidence of special good behaviour that is linked with organisational objectives. "An employee may potentially experience three different degrees of commitment. He may be involved, not committed, or disengaged. Committed workers are those who are passionate about the objectives of the company. An employee not committed is one who participates, but is not committed to the shared objective of the company with passion and enthusiasm. Disengaged workers are dissatisfied at work because of their dissatisfaction. There are also three other aspects of engagement. Intellectual commitment refers to commitment to a better job, an affective engagement or a sense of good work performance and, finally, a social commitment that is engaged in conversation with others to enhance the work. In current uncertain economic times, a difficult job. Many surveys and research are undertaken by various HR experts across the globe to draw conclusions regarding the variables that influence the engagement. Employee engagement may be dealt with in many ways. A committed employee delivers results, does not change work often, and is always the company's ambassador. For the sake of a committed employee as designed by Hay's group, "it is a results obtained by motivating and diverting employee passion for work to the success of a company. Its outcome may only be accomplished if the employer provides the employee with a contract which shows specific good behaviours that are in line with the objectives of the company." An employee may also be experienced three different engagement levels. He may be involved, Not dedicated or disengaged. Committed workers are Who works towards the objectives of the company with enthusiasm. An employee who is not involved is one who is considered participate, but not with passion and enthusiasm. The shared aim of the organisation. Disengaged employees are those that are dissatisfied with their job. There are also three different aspects of engagement, intellectual participation which relates to commitment to perform better at work, to interact with affectiveness or to feel good about doing one's job and Finally, social involvement included in debates Improvements linked to work with others.

2. Review of Literature

During studies carried out worldwide, numerous variables have been identified which affect an employee's involvement in an organization. In the following work, a few of them are discussed.

2.1 Development of careers.

Organizations with highly committed workers offer their employees enough opportunity to develop skills, gain information and attain their potential. Career development practices assist organize activities that retain bright individuals and give chances for personal growth.

Employees tend to invest in firms which invest in them via career development plans 1 - Career development is a worldwide aspect in the commitment of employees 2. Even appropriate staff development through training, skills and learning may lead to increased commitment to the workplace and the organization.

2.2 Effective talent management

Engagement-friendly culture acknowledges the variety of the talents and abilities employees have and encourages employees to strive to and realize a vision of the future. A people management approach that involves career planning, organizational support and incentives may lead to high involvement and lower attrition levels in the organization. The involvement of employees is greatly influenced by, among other reasons, effective management. Nevertheless, the indications also suggest that no fixed model reveals the importance and signatures of all factors since different workers emphasize differently the elements that influence the involvement. These differences may emerge because of variances in individual and employment factors, gender diversity and cultural diversity, etc. The difference between the elements of engagement and leadership, i.e. task direction and relationship orientation, was also shown to be overlapping.

2.3 Leadership

Employees exhibit a greater commitment to the organisation if they perceive themselves commended by their immediate supervisors and are led by them (for example, one-on-one conversations)The leadership dimensions which are most influential are a good visionary mentor or boss. In the case of business firms, leadership should be visionary, forward-looking and workers should be included in their vision to enhance employee engagement. It was also observed that employees believe their leadership is a major motivator for employee engagement.

2.4 Clarity of company values, policies and practices

The quality of the dialogues between supervisors and employees affect the level of commitment of workers.In the development of interactions between employees and employers, HR practices and policies play a significant role. It was observed that HR procedures and rules have no direct link and employees participate in the process. Indeed, the link between HR practice and

engagement has been shown to be very indirect. Two major aspects are affected by HR practice, the behaviour of the line manager and the person in charge. The genuine relationship between the two and the commitment of the employee exists.

Employees should believe that the values of their company are clear and obvious to create more involvement. Among other things, the value was also proven to be a precursor to employee engagement.

Research suggests that companies with success tend to be working. A culture in which respect is appreciated leads to better employees. The employee respect and fair treatment of the employee attitude of the managers understands that the manager is listening to the employee's thoughts or recommendations or is it feeling the employee is appreciated or can interact effectively with the workers. Impacts that come into touch with everyday practise serve the function of motivators and make employees feel appreciated and hence increase engagement.

2.5 Ethical standards

Ethical standards of an organization add to an employee's involvement. It depends on their impression of quality of services and goods by workers pre-pared to support services and products of the firm.

2.6 Staff commitment

Greater staff commitment is likewise connected to greater consumer commitment. The corporate image as viewed by employees also shows the degree of employee involvement. The behaviour of organizational citizenship also has a beneficial influence on employee involvement.

2.7 Enabling

Employees believe that they should be able to voice their views on issues which might affect their functions. The management of highly dedicated workplaces creates a trustworthy and trustworthy atmosphere in which staff are pushed to dispute the current orthodox practises and to innovate and enable the business to flourish. The capacity of employees to provide senior managers their thoughts also influences engagement. Control, together with incentives and

recognition and value, was also proven to forecast employee involvement. It was also observed that more connection with the supervisor improves employee commitment levels leading to better learning and increased creativity at work. Employees feel empowered when they feel that their manager has an empowering style¹⁵ which in turn gives the company motivation and affiliation to it ¹⁶.

2.8 Equitable treatment

Employee commitment tends to be higher when the boss or superior offers equal opportunities to all employees for progress and growth. Also, equal pay structures affect the level of involvement of employees in the organization. Research carried out in the public sector also shows that the degree of effect of the employees is fair and equitable. He workers with a better feeling of procedural fairness are more likely to reciprocate it with a higher degree of involvement with organizations.

When employees observed information and distributive justice in their performance evaluations, they showed a sense of higher well-being and better involvement of employees. Enhanced information justice leads to higher behavioural and cognitive involvement with indications of greater engagement and motivation, pride in the job and a sense of excitement.

2.9 Employee's commitment

Another significant factor for measuring an employee's commitment level is the fair assessment of the employee's performance. An organisation that is neutral and transparent via an adequate evaluation process tends to demonstrate better levels of employee engagement. Communication between man and employee over performance goals and clarity of roles on the job of the employee also increases levels of involvement. The establishment of the targets has a good influence on employee involvement, which in turn affects the optimism of the workplace and ultimately has a favourable impact on individual performance.

2.10 Adequate compensation mechanisms

An organisation should have adequate compensation mechanisms so that employees are motivated to work at the office. In order to increase the degree of commitment, the employee

must be given with special remuneration and benefits. The three high-rated monetary incentives were higher grassroots payments, cash bonuses, stocks or stock options. The employer should connect compensation, employment, performance, special or personal allowances, pensions, fringe benefits, etc., to an effective employer. Egalitarian wage systems influence the level of commitment of employees. Incentives, intangible incentives and leadership quality have a higher link with the company's ability in comparison to components such as basic salary and benefits to generate highly employed people. An employee knows the strategies, plans and methods for computerising contribute to a better degree of commitment amongst employees.

2.11 Safety and health

The degree of commitment has been proven to be associated with the sense of security while working. All companies must hereby establish appropriate safety and health systems and practises for employees. Work hours and health and safety have been identified as antecedents to staff involvement in the public sector, among other faculty members.

2.12 Complacency

Satisfaction is a step in the right direction; thus, it is vital for an organisation to match the objectives of the job with an employee's personal objective so he may feel satisfied with his job. Workers with more levels of self-efficacy are more likely to be involved since it leads to a higher disposition to invest extra energy and labour and so greater absorption and engagement. Employees that are more greedy are likely to control their motive by establishing ambitious objectives and are likely to become more involved²¹. It was also shown that the larger the perceived resemblance between the employee's coworkers and the older employees is the commitment when the degree of satisfaction is higher and when satisfaction is less than engagement is less.

2.13 Friendliness of the family

It refers to the influence of an individual's family on his or her job. Commitment is shown when the employee creates an emotional tie to the organisation as a consequence of the benefits the organisation has given for his family.

2.14 Talent Recognition Factors affecting job satisfaction and employee involvement have been examined, and in most industries, few non-financial motivators are typically effective in the long-term development of employee engagement.

Previous incentives and recognition have a favourable correlation with organisational commitment. These indiscriminations suggest that senior managers have to build occupations to allow their employees to pride themselves in their work and to provide them the identity, autonomy and signature, as well as the qualifications and existing capabilities of those trained and developed people.

2.15 Communication Communication

A global energy supply business undertook a leadership excellent initiative to develop a talented pipeline that would lead to highly committed workers. Also in a research on how reward for the programmes has impacts on employee involvement, better knowledge of employees' tactics, programmes and pay systems has resulted in increased commitment among employees. Long-term involvement begins with effective communication between employers and employees, as well as between colleagues 23.

2.16 Job nature

In a research to detect the histories and consequences of the commitment of employees in the sector firms utilising the chosen ones, the employment commitment and features of a job are positively linked with commitment. The encouragement, recognition and incentives received from organisations and supervisors are beneficial for engagement metrics. Employee identification is a work engagement predictor²⁴ Customer orientation works as the required intermediate effect in order to link employment with identification and organisational employees. Jobs can be more satisfied by little successes for the employee so that the degree of commitment increases. There is an inverted U-shaped connection between work involvement and job demands.

2.17 Politics organisation

Findings from the research "Perceptions of organisational politics and results for hotel employees"²⁷ indicated that the political perspective in an organisation negatively affects

employee involvement. Employees who worked in a political atmosphere had significant unfavourable feelings, which, together with learning & development, might hamper their progress. It might have a direct effect on employment, which could lead to bad work results, lesser or higher dedication and increased intention of turnover.

2.18 Emotional Factors

The debate on determinants of employee commitment also includes emotional factors such as rationality as they are linked to personal pleasure and the sense of inspiration. Family stress, professional stress and personal connections also influence how employees are engaged. Happy emotions have an influence on work, which a research carried out using psychological treatments favourably has had in order to increase self-eicing, positive emotions and job involvement.

2.19 Productiveness

A positive link is discovered between employee engagement and organisational citizenship, while there is a negative relationship between employee engagement and counter-productive working conduct. Committed personnel are tremendously connected with their work. He is always working hard to achieve the objectives that their jobs and tasks need. He also performs extra work as they free up resources while fulfilling their aims and doing duties efficiently. But if the person has poor opinions of his job, he is more inclined to participate in unproductive activities.

2.20 Factors of personality

High extroversion and low neuroticism lead to highly committed staff. He was identified by researching the perceptual link of assistance given to the affective organisational performance and commitment of his employees in organisations. Factors such as the supervisor's encouragement and feedback might affect the determination and morality of the subor. He summarises the qualities of committed professions, and then reviews specific personality traits displayed by dedicated staff, including robustness, high extravertine, internal control locus, low neuroticism, high self-esteem and active coping. There is no fixed model discussed here that demonstrates the significance and signature of all these factors as different workers place

different emphasis on these variables that affect their involvement. These differences may emerge from variations in the characteristics of individuals and work, gender diversity, cultural diversity, etc. Some of the ideas in this paper include several methods to the employee engagement of new staff, such as robust training programmes, rigorous training and development programmes, a certification programme and a realistic job preview. Some employee engagement efforts included award programmes, communication, team building and leadership exercises for current workers.

It's vital for firms to invest in strong leadership and management development programmes, well-designed communication programmes, vision and mission sharing and ultimately interacting opportunities.

The findings suggested the persons most in need, or those who were fatigued at the baseline, more from a career management intervention. Hence, the study suggested that positive psychological therapies may be utilised to target employees who are disengaged or who face low levels of engagement.

Understanding the workforce is the most important thing.

Secondly, companies must assist to establish purpose for their workforce. The employee can do this by making the relationship between his contribution to his work and the general business goals known to his employee.

Conditions such as cooperation and assistance help produce a dedicated staff. Ensuring a good job also leads to increased levels of commitment.

Appropriate staff development through training, skills and learning may lead to increased commitment to the job and the business. In other words, the more engaged the employee is, the more likely he or she is to say great things about the company. 29 Management must take care to establish suitable employment. Management interventions may be performed to further create a sense of duty for people to reciprocate with a high degree of commitment. The management should restructure jobs so that their subordinates may take pleasure in their work.

According to the study, individuals who worked in a political context had high negative feelings that might in turn impair their development and learning. Its work involvement might immediately affect, resulting in bad job results, fewer organisational commitments and more intents for departure.

intervention in which plants were improved. From the data it was noticed that each intervention resulted to changes in inventiveness and hardness.

3. MODELS

There is no fixed model discussed here that demonstrates the significance and signature of all these factors as different workers place different emphasis on these variables that affect their involvement. 3. These changes may emerge because of variances in the characteristics of individuals and jobs, gender diversity, cultural diversity, etc. Some ideas included different methods to employee involvement for new staff, such as robust induction programmes, strict training and development programmes, a certification programme and a realistic job preview. Some of the employee engagement activities recommended for existing employees include compensation schemes, communication, team building and leadership exercises.

It is vital for firms to invest in excellent management and leadership programmes, well-designed communication oriented programmes, visibility and mission sharing, and finally the creation of engagement opportunities.

He studied suggested those people in more need or those fatigued at baseline bene selected more from a career management intervention. The studies therefore suggested that positive psychological treatments can be utilized to target employees who are disengaged or who face low levels of engagement.

Understanding the workforce is the most important thing.

Second, companies must assist to generate purpose for their workforce. His achievements can be reached by having the employee realise the relationship between his contribution to his work and his overall corporate objectives.

Conditions such as cooperation and assistance can produce a dedicated staff. Ensuring a good job also leads to increased levels of commitment.

Adequate employee development levels via training, skills and learning may make workers more committed to the job and the business. In other words, the more dedicated the person is, the more likely he or she is to say great things about the company. 29 Management must take account of the creation of suitable jobs; management interventions may be carried out to create an obligation for individuals to respond to a high degree of commitment. Management should redesign jobs so that its subordinates may indulge in pride in their work.

According to the study, employees in a political setting had high negative emotions, which in turn might hamper their growth in combination with learning and development. His work commitment might influence immediately, resulting in bad work performance, weaker organisational commitments and more intents for turnover.

4. Conclusion

The research also demonstrates that employee involvement, in turn, leads in a decrease in employee turnover and enhance the behaviour of workers with regard to creative work. Employee engagement is a long-term effort that cannot be carried out with a single training programme, regardless of the quality of it. Organizations may enhance commitment by thinking about opportunities, increasing employee decision making and commitment.

Organizations must instill in their workers a sense of participation, good emotions about their job and the sense of comfort. Emphasis should be placed on employee perspectives and opportunities for hearing should be provided. The transparency of top management will help open up the culture of the organisation. Based on the aforementioned results, companies have advised using adequate train control programmes to make sure that supervisors establish a supportive atmosphere to empower their subordinates.

From site-wide statistics, creativity has been fostered at R&D sites and multi-cultural sites have been overperformed by monocultural sites. He investigated an intervention in which the plants were improved. Data showed that every procedure led to changes in inventiveness and hardness.

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