

# EMPLOYEE ENGAGEMENT: A LITERATURE REVIEW

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## **Abstract**

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. The study deals with the study of literature on Employee Engagement concept, and drivers of Employee Engagement This study is based on secondary data which is collected through referring journals, Books and websites.

**Keywords:** Employee Engagement, Drivers of Employee Engagement and Commitment

## **INTRODUCTION**

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.

## **Objectives and Methodology**

This study aims to understand the concepts of Employee Engagement and determine the drivers of Employee Engagement with the help of review of literature. The study is based on review of literature and data collected from various websites, journals and reference books

## **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.

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

**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 earning 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 behaviour 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 behaviour.

**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."

**Harter et al. 2002.** Engagement is defined as employee's involvement, satisfaction and enthusiasm towards work this definition was derived from items in the Gallup Workplace Audit (GWA 1999), developed by the Gallup organisation, which were constructed on employee opinions of work characteristics.

**Miles (2001)** defined Engagement as Involvement of the employees in high-engagement forces that create empathetic, negotiation, feedback and accountability, empower people to creatively support their subunits, teams and individual jobs with the major change of the enterprise. It is developing employees to work with not only their minds and body but also with 'hearts'.

**Maslach et al. (2001)**, engagement is considered by energy, involvement, and efficacy, which are the direct opposite of the three burnout dimensions of exhaustion, cynicism, and inefficacy.

Engagement of employees was first conceptualized by **Kahn (1990)** as the "harnessing of organizational members' selves to their work roles". Kahn recognized three antecedents of employee engagement: psychological meaningfulness (measured by job enrichment, work role fit and co-worker relations), psychological safety (measured by supervisor relations, co-worker relations and co-worker norms) and psychological availability (Measured by resources, work role security and outside activities).

## Drivers of Employee Engagement

**V. Vijay Anand & C. vijay Banu (2016):** This study explains that Employee Engagement is the key factor for all organizations to sustain. Employee Engagement is positively influenced by job, Rewards and recognition, opportunities, team work and communication. It acts as a Retention tool.

**S.Kiruthika and Dr.V.Kavitha (2015):** According to this study Pay and benefit is the most influencing factor of Employee Engagement. The study describes that there is an association between factors like Role, work environment, Training and Development, Relationship with supervisor and Employee Engagement of Banks.

**Dr.Samuel obino mokayo & Maureen Jerotich kipyegon (2014):** According to their study Employee Engagement as highly influenced by personal growth and development, performance management, Remuneration, recreation facilities. They identified remuneration is the highest contributor of Employee Engagement and Recreation facilities has least impact on employee engagement.,

**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.

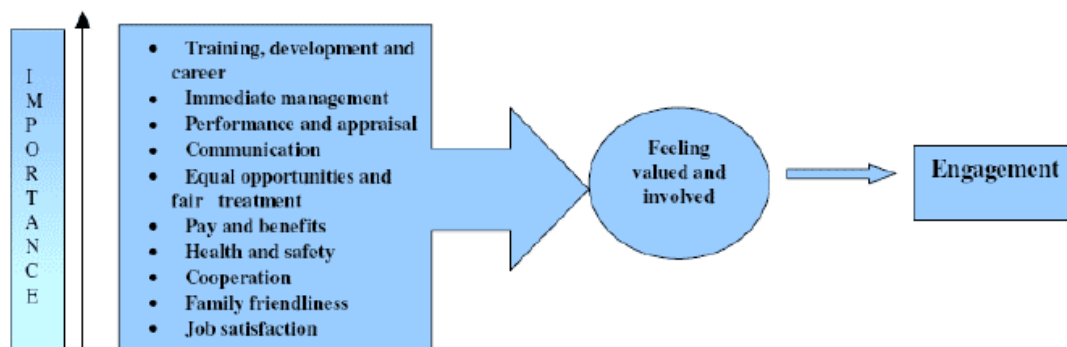
**Swathi.S (2013):** According to the study on effective Employee Engagement factors it was observed that no single factor or specific type of factor will be suiting the person or the industry. The factor keeps on changing on time to time and industry to industry.

**A Thiagarajan B & Renugadevi V (2011),** According to this study Career development, motivation factors and performance appraisal are associated to employee engagement. The consequences are that leaders should be cultured on engagement, career development opportunities which are most important and that performance improvement should champion work life balance, and these practices are useful to rise engagement levels.

**Susi & Jawaharrani (2011)** According to the literature study on Employee engagement identified work-place culture, work-life balance policies & practices followed in industries promotes employee engagement in their organizations to rise productivity and retention rate. Work-life balance is key driver of employees’ satisfaction.

**The Conference Board (2006)** - a global consulting non-profit organization based in the United States conducted a metaanalysis on the drivers of employee engagement by reviewing 12 Major employee engagement studies conducted by research firms such as Gallup, Blessing White Towers Perrin, , and The Corporate Leadership Council amongst others. The study identified 26 major drivers of employee engagement with 8 factors evolving consistently across at least 4 studies. The eight factors are Trust and integrity, Nature of the job, Line of sight between individual performance and company performance, career growth opportunities, pride, team members, Employee Development and personal relationship with the manager.

**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.



*Fig: Drivers of Employee Engagement*

*Source: IES 2004*

**Perrin’s Global Workforce Study (2003)** the study predicted that an inspirational leader, feeling of being responsible, a sense of control over work are the key drivers of employee engagement.

## Conclusion

In the modern world organization expects the commitment, enthusiasm, excitement towards the work. An engaged employees produces better results and does not switch on to other jobs. The Engagement levels of the employees are dependent many factors .Some of the prominent factors are career development, Leadership, Communication, Rewards and Recognition and working Environment. Employee Engagement leads to increased employee performance, retention rate, productivity and profitability.

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