

A Study on Employee Engagement: Indicators and Repercussions: Review of literature with a critical analysis

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Abstract

Employees serve as brand ambassadors and crucial touch points for any company's customers, as they are the major stakeholders who may make the difference between a pleased and unhappy consumer. Employee engagement is important in every industry. As a result, it is crucial for companies to know how their employees feel about working for them. Employee engagement aids in the understanding of employee expectations and lays out a path for businesses to achieve those objectives. Motivated and engaged employees contribute more to the organization's production and help to maintain a higher level of commitment. An engaged employee is aware of his or her surroundings at work and collaborates with coworkers to improve job performance for the benefit of the firm.

Organizations should focus their efforts more on the factors that have the greatest impact on employee engagement. The study looked at how employee engagement has evolved over time and described the many types of employee engagement concepts. The goal of this study is to understand the fundamental concept of employee engagement and to conduct a literature research to look at the many aspects of employee engagement. During this literature review, the influence of employee engagement on practitioners and researchers was discovered. Understanding the determinants will assist management and employees in creating a healthy work environment and increase employee engagement.

Keywords: Employee Engagement, Job Satisfaction, Retention, Productivity, Organization Commitment.

Introduction

Employee engagement plays a key role in retaining valued individuals inside an organisation. The efficient use of people results in the organization's smooth operation. Though there is no universally accepted definition of employee engagement, it is widely agreed that it fosters dedication and engagement by allowing employees to enjoy,

value and believe in their employee. Employees who are engaged inspire their coworkers to achieve organisational goals, take pride in their work and display high levels of performance and productivity. Despite the fact that it is a vital factor in determining the performance of many organisations, there has been relatively little research in this field. The study was carried out to identify other traits that can be antecedents of employee engagement by carefully evaluating and categorising the available literature and critically appraising the fabric to seek out the most relevant parts that may result in employee engagement.

Objectives of the literature review

- To identify the various factors and their strength to determine employee engagement in a comprehensive manner.
- To distinguish between the practitioners' and scholars' perceptions of employee engagement.
- Employee involvement as perceived by the organization's multigenerational work groups.
- To list the various factors that influence employee engagement and their repercussions.

From a philosophical stance, Kahn¹³ was influenced by the work of Goffman, who claimed that people's attachment and detachment to their professional responsibilities varied. Maslach et al¹³ took a unique approach to the thought of engagement, seeing engagement as the polar opposite of the three burnout dimensions: tiredness, cynicism and a way of inefficacy. Scores on the Maslach Burnout Index, a burnout measuring scale, may be accustomed to gauge engagement (MBI). On the MBI, low scores on tiredness and cynicism suggest each of the three aspects of job engagement: energy, involvement and efficacy; high scores on efficacy indicate each of the three characteristics of job engagement: energy, involvement and efficacy. The work of Kahn¹³ and Maslach et al²¹ identifies the psychological factors or antecedents that are required for involvement, but they do not fully explain why people respond to these conditions in different ways. Employee engagement is "the levels to which individuals flourish at work, are devoted to their employer and are motivated to achieve their best, for the benefit of themselves and their organisation. "A separate and unique construct consists of cognitive, emotional and behavioural components that are related with individual role performance." Employee engagement "is about generating opportunities for employees to connect with their colleagues, management and the wider organisation."

It is also about fostering an environment in which employees are inspired to engage with their work and care deeply about performing a good job. It is a philosophy that puts flexibility, change and continual improvement at the centre of what it means to work in the twenty-first century as both an employee and an employer. In a study done in Thailand, Rurkkhum and Bartlett investigated the relationship between employee engagement and organisational citizenship behaviour (OCB), finding support for positive associations between every component of OCB and engagement.

Employee engagement is defined as a good attitude toward one's employment and a willingness to go above and beyond to ensure that the job is completed to the best of one's ability.

From the above definitions, employee engagement can be defined as an individual's highest level of emotional, personal and cognitive energy directed toward work-related activities, assisting the individual in achieving the individual goals outlined by the organisation for the individual and ultimately assisting the organisation in achieving its objectives.

Employee engagement will change from one employee to the next in today's work environment, when we have a diverse pool of employees from various cohort groups. Even if the level of emotional, personal and cognitive energy remains constant, the emotional, personal and cognitive perspectives will alter. The tailor-made idea of employee engagement, which suggests that engagement drivers would differ from one person to the next, has not been developed yet. Therefore, nowadays organizations use a lot numbers of drivers or key forces that boost engagement levels among employees. This study gives a conceptual idea about the drivers that have the major role in employee engagement.

Indicators to employee engagement

Many experts dug deep into the subject and discovered the most prominent markers that prompt managers to engage talented employees in a business.

Figure 1 identifies the indicators mentioned by some of the researchers.

S.N.	Indicators of Employee Engagement
1	<ul style="list-style-type: none"> • Nature of Work • Volume of Work • Work Conditions • Supervision • Financial Reward
2	<ul style="list-style-type: none"> • Job Characteristics • Perceived organizational support • Perceived supervisors support • Rewards and recognition • Procedural justice • Distributive justice
3	<ul style="list-style-type: none"> • Job enrichment • Work Role fit • Co-workers relation • Supervisor relation • Co-worker norm • Self-consciousness • Resources Outside activities
4	<ul style="list-style-type: none"> • Job enrichment • Effective Recruitment policies • Effective employee selection • Training and development • Strategic compensation • Effective performance management
	<ul style="list-style-type: none"> • Job Content • Compensation of financial benefits • Work/Life balance • Top- Management & employee relations

5	<ul style="list-style-type: none"> • Scope of advancement and career growth • Team Orientation • Welfare facilities • Union Management relation
6	<ul style="list-style-type: none"> • Benefits and Pay Opportunities for self-development • Options for promotion in position • Effective leadership Style • Shared sense of meaning at work
7	<ul style="list-style-type: none"> • Senior management's interest in employees • Employee well-being. • Challenging work • Decision-making authority • Career advancement opportunities • Clear vision from senior management about future success.
8	<ul style="list-style-type: none"> • Selective Hiring • Extensive training • Sharing information • Employment security • Reduction of status difference • Self-managed team and Decentralisation as basic element of organization design
9	<ul style="list-style-type: none"> • Power to make decision important to their performance • Proper information system • Knowledge or enhancing employees skills and ability • Reward system
10	<ul style="list-style-type: none"> • Compensation and benefits • Performance management • Job content • Learning and development
11	<ul style="list-style-type: none"> • Inspiring leader • Manager who recognize employees & emphasize quality & improvement • Exciting work & opportunity to grow • Organizations demonstrating genuine responsibilities to their employee
12	<ul style="list-style-type: none"> • Job Content • Interpersonal Relations • Career Opportunities • Objectivity • Benefits • Pay
13	<ul style="list-style-type: none"> • Work Role Fit • Co-worker relation • Supervisor relation • Resources • Facilitative norms • Self-consciousness

Figure 1: Indicators of Employee Engagement

From figure 1 and reviewing above mentioned authors, some common key driving elements that have had a stronger impact on employee engagement are discovered.

They are summarized as:

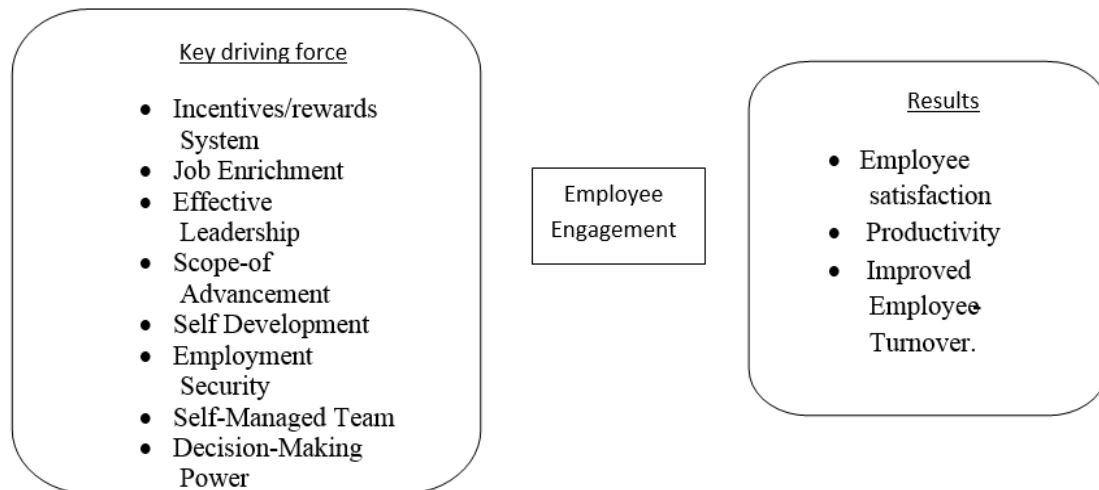
- Incentives and rewards System
- Job enrichment
- Effective leadership
- Opportunities for progress and self-development
- Employment security
- Self-managed team with decision-making authority.

S.N.	Repercussions of employee engagement
1.	<ul style="list-style-type: none"> • Customer satisfaction and loyalty • Productivity • Profitability
2.	<ul style="list-style-type: none"> • Individual outcomes as self-efficacy, self-control, health and well-being, less turnover, less absenteeism, positive attitude. • Organizational outcomes as productivity, profitability, labour turnover, maximum utilization of resources, employer reputation, customer loyalty.
3	<ul style="list-style-type: none"> • Increased productivity, • Brand equity, • Customer satisfaction and loyalty, • Increased share-holders value
4	<ul style="list-style-type: none"> • Health • Turnover intention
5	<ul style="list-style-type: none"> • Increased productivity • Lower absenteeism • Healthier and happier workforce
6	<ul style="list-style-type: none"> • Innovative Behaviour

Figure 2: Outcomes of employee engagement

We may deduce that a healthy employee involvement in an organisation always results in increased employee happiness, productivity and lower turnover. In the 1930s and 1940s, Elton Mayo's Hawthorne Experiment at

Western Electric Company resulted in the theory that "happy people are productive workers".⁹⁻¹⁷ Employee engagement always leads to increased productivity in the workplace.



Limitation to proposed model

The proposed model has some drawbacks. Occasionally, companies may provide all of these amenities and incentives to employees in order to get them to work for them. This may put the employee under pressure or stress to meet their goals. Employees are bound to be involved with the company in this situation, but they are not content with themselves. This may have a negative impact on the productivity of the company. Self-managed teams and decision-making might have a negative impact on the company's success. Validation of the above-mentioned elements necessitates thorough investigation.

Key elements of employee engagement

Personal engagement is defined as using or expressing oneself physically, cognitively and emotionally while performing work roles. An employee is said to be engaged when they are physically interested, cognitively alert and emotionally connected.

Schaufeli et al and Schaufeli and Bakker initially developed the Utrecht Work Engagement Scale (UWES). The scale identifies three distinct constructs: vitality, absorption and dedication, which are used to assess work engagement. Originally, the UWES had 24 items with nine measuring vigour, eight measuring devotion and seven measuring absorption.

Seven items appeared to be unsound after psychometric investigation in two distinct samples of employees and students and were thus deleted. Six items measuring energy, five measuring devotion and six measuring absorption were among the remaining 17 items.

When working, vigour is defined by strong levels of energy and mental fortitude. Sense of significance, passion, inspiration, pride and challenge are all examples of dedication. Absorption is defined as being completely focused and happily absorbed in one's work. Employee engagement relates to a person's involvement, pleasure and excitement for their job. The Gallup Work Audit is a tool that is still used by many companies to assess employee engagement levels.

Perspectives of practitioners and academy on employee engagement

Academics believe that engaged individuals are fully immersed in their work, absorbed in the duties assigned to them, infused with energy, ardour and focus, to the point where they lose track of time at work. They emphasise the two-way mutually beneficial interaction between employer and employee, but they make little mention of what organisations do in practise to allow employees to experience the state of engagement and the outcomes.

Employee engagement is determined by employee communication, employee growth, peer relationships, the firm's image, reward and recognition and leadership. Employee engagement, they believed, should be addressed by combining the two types of employee engagement: Job Engagement, which is the level of commitment and dedication an employee has to his or her job role and Organization Engagement, which is the level of commitment and loyalty an employee has to their company.

Employees that are engaged are "psychologically devoted to their work," "go above and beyond their fundamental job expectations," and "desire to play a major role in achieving their organisations' mission," according to Gallup whereas Employees that are disengaged are "uninvolved and unenthusiastic about their jobs" and "enjoy to complain about how horrible things are", according to Gallup.

Engagement is an employee's good attitude toward the firm and its ideals. An engaged employee is aware of the business context and collaborates with coworkers to improve job performance for the benefit of the company. "Employee Engagement is how each individual connects with the company and the customers".

The end outcome is a high-performing organisation with flourishing employees and enhanced and sustained production. Mercer defines engagement as 'A state of mind in which personnel have a stake in the company's success and are willing and motivated to go above and beyond the specified job requirements.' Without identifying the role of

the organisation or explaining the state of engagement, company definitions place a heavy emphasis on what the organisation gains from the 'engagement.'

Consultancy-based models tend to focus largely on employee productivity and identifying oneself with the organisation; they tend to see engagement at a departmental or corporate level, rather than evaluating how people immerse themselves in their personal work. So far, the literature research has not been able to provide us with a wholistic definition of engagement that would cover the symbiotic relationship between persons and organisations.

Employee engagement and gen X and gen Y

Each generation expects the organisation to provide them with their own unique perspective. A generation is a group of people of the same age who have the same social, economic and historical experiences within the same time period. Cohort members have comparable life experiences such as finishing school, graduating and entering the workforce and retiring at a similar age.

The greatest generational cohort, the Baby Boomers (born 1946 to 1964), account for over 78 million employees and have had significant social and economic repercussions. They are gradually being replaced by the younger generation, the Millennials. In the workplace, boomers are more motivated by work goals, tasks and results and they have a greater desire to advance to positions of more responsibility and fame. Boomers believe that hard effort is usually appreciated and they expect to be rewarded and they are, on average, more devoted and committed to organisations than millenials. The baby boomers are the most active generation of workers today. According to studies, boomers assets include optimism and a readiness to work long hours. Rather than flat management structures and teamwork-based job responsibilities, this generation grew up in firms with vast hierarchies.

Millennials (Generation Y or GenMe) are the youngest generation cohort, born between 1981 and 1999. Economic prosperity, advancement of instant communication technologies through the Internet, social networking and globalisation define the Millennial generation, which demands more balance between work and life, flexibility in job assignments and the desire to define their exact role in their job.

Millennials place a higher emphasis on freedom and work-life balance than Baby Boomers do. They place a high importance on leisure work, preferring jobs that allow more vacation time. In the workplace, Millennials have higher expectations for promotions and wage raises. They are aware, however, that their desire for social engagement, immediate results in their work and rapid development may be perceived as flaws by their elder colleagues. ot tolerant of less demanding tasks. Millenials are often multi-skilled and want to work in groups with a flat organisational structure.

The difficulty for today's IT and ITES companies is to manage engagement and retain Gen Y and Gen X employees.

Organizations have engagement solutions that often handle the organization's engagement as a whole with no differentiation made for different generations of employees. As the millennial generation enters the workforce at a rapid pace and the baby boomer generation retires, new engagement models must be devised to accommodate the distinctions between the two generations.

The various literature analysed has revealed that the meaning of engagement varies from person to person, taking into account differences in demography and personality. According to the Blessing White poll, at least a quarter of Generation Y employees worldwide are disengaged, except in India, where all generations are more engaged than in other countries. They claim that the older an employee is, the more involved they are, with employees born after 1980 having the lowest level of engagement. They also argue that younger employees' lack of experience may be to blame for a lack of clarity about what they want from their company. However, according to Talent Smoothie's research, Generation Y prefers to work in occupations that they enjoy rather than 'living to work' When compared to all other age groups. The youngest employees exhibited the highest levels of engagement.

According to the literature studied thus far, participation levels and drivers may differ from one generation to the next. Despite the fact that engagement is a critical aspect, little research has been done in this area.

Employee-engagement - antecedents and consequences

Various academics have been trying to figure out what factors influence employee engagement and what repercussions it has. Saks used the social exchange theory to explain how people's responses differ depending on how they perceive various antecedents and whether or not employees will reciprocate with performance. According to Saks, job engagement refers to the specific role task that an employee is hired to accomplish; organisational engagement refers to the additional roles that an employee performs as a member of the larger organisation. Employees will become more loyal and trustworthy over time if the company is fair in its use of standard operating procedures and resources, according to him. Employees are more inclined to contribute if the organisation rewards them with incentives and resources.

Employee engagement is influenced by a variety of factors including perceived organisational support, supervisor support and organisational justice and organisational citizenship is the result of employee engagement. Antecedents to employee engagement include an organisational atmosphere that encourages good emotions

like involvement and pride, as well as the development of feelings and perspectives that are respected, which leads to discretionary effort and improved performance. Employee empowerment;¹⁷ employee-job fit and a highly engaged work environment with highly involved supervisors are some of the antecedents identified in the literature. Employees that are engaged are more likely to feel a strong connection to their company and they save money on turnover and recruitment. In contrary to this, it is observed that employees grow less engaged, the longer they stay with a company.

Various studies have defined employee engagement by taking into account a variety of aspects that influence it as well as the various protocols that various organisations follow.

Some studies have linked Organization Citizenship Behaviour to employee engagement. However, if one examines the definitions of OCB and Employee Engagement, it is clear that OCB refers to informal behaviours such as helping coworkers, whereas employee engagement refers to formal roles that assist individuals in meeting KRAs while also contributing to the bottom line.

The origins and implications of employee engagement have been the subject of several research. Saks identified two categories of engagement: work engagement and organisational engagement, stating that the links between the two types of engagement as well as their antecedents and outcomes differed.

The psychological factors that contribute to job and organisational involvement, as well as their repercussions, are not the same, according to Saks. Saks conducted the survey among Canadian employees and the findings show that there is a significant difference between job and organisation engagement and that perceived organisational support predicts both job and organisation engagement; job characteristics predict job engagement; and procedural justice predicts organisation engagement. Furthermore, job and organisational involvement mediated the associations between the antecedents and work satisfaction, organisational commitment, leave intentions and organisational citizenship behaviour.

Customer happiness, retention and loyalty have all been linked to employee engagement. Engagement has been connected to sentiments and perceptions of being appreciated and involved which in turn leads to the kind of discretionary effort that leads to improved performance. As a result of this evidence, management must share control and allow people to participate in key decisions. They risk having a workforce that is not and cannot be engaged if they do not.

Towers Watson conducted research into the relationship between employee engagement and organisational

performance across a sample of 16 insurance and banking firms. He discovered a clear link between higher employee engagement and large financial gains.

When we consider job satisfaction as a result of feelings about what has already been achieved and what is likely to be achieved, it becomes a more reactive concept. It is "the pleasurable emotional state coming from the appraisal of one's employment as attaining or helping the attainment of one's job values," according to Locke.¹⁸

Job satisfaction is an old concept that has long been acknowledged as significant in determining turnover behaviour and, more recently, understanding turnover intentions. Employees that are more satisfied have lower absenteeism and fewer plans to leave. Employee intentions to quit a company are predicted by job attitudes paired with job options, which are direct antecedent to turnover. There is a frequent misperception that high workplace engagement and motivation to work are personality features and that drive people work with zeal. However, research regularly demonstrates that even the most dedicated individuals will get demotivated quickly if their work is no longer interesting or if they are unable to excel at it.

Consequently, whether it is a media frontier or a product launch, those in control must be cautious about removing hurdles that obstruct their most engaged personnel, the same people they may believe require the least motivational support. Factors they cannot control, such as role ambiguity, insufficient resources and overwork itself, can stifle their best work and force them to look for performance elsewhere. Those who stick behind are likely to be the ones who do not know or care.

In addition to its conceptual domain, the concept of job satisfaction may change depending on the goal of an individual's analysis (job satisfaction as an affective state or as an attitude). Individual attitudes toward many components of the workplace, such as relationships with coworkers and supervisors, the task itself and the organisational architecture and processes, all contribute to job satisfaction. Using all of these definitions, work satisfaction is defined in this study as a subjective, individual-level attitude that represents an individual's general affective reaction to a job. Simply defined, job satisfaction refers to how much people enjoy their work.

Job satisfaction is unique from two other attitudinal constructs: job involvement and organisational commitment, according to a review of the research.

Despite the fact that both job satisfaction and organisational commitment are affective responses, the two constructs are distinct because of their referent objects: job satisfaction focuses on the work environment in which employees perform their duties whereas organisational commitment focuses on employees' attachment and allegiance to the

organisation in which they work. Job satisfaction traditionally has been distinct.

An engaged employee is happy in his job, understands and supports the organization's goals, is a productive and profitable employee, builds customer loyalty, stays with the company, practices safety and is strongly linked with the company's brand values. In order to improve employee engagement, it is critical to assess its size.

Employees can be content with their jobs even if they are not actively engaged in them. Employee engagement entails far more than just being satisfied with a good salary and the flexibility to leave on time. That contentment is merely job satisfaction which while sufficient to keep personnel, is insufficient to ensure productivity. Employee involvement, on the other side, promotes higher productivity. An employee who is engaged in their work is one who is highly involved and invested in it. Employee engagement, on the other hand, is driven by different variables than employee pleasure. Meaning, autonomy, growth, impact and connection are all variables that influence engagement. Employee happiness is the bedrock of employee engagement's growth and success.

Employee retention, productivity, customer happiness, innovation and quality are all higher in organisations with genuinely engaged personnel. They also take less time to train, are less prone to illness and have fewer accidents.

Efficiency and Employee Engagement

Companies must be efficient and grow while keeping a close eye on the bottom line and lowering costs. Technology and the rise of social media are both variables that can be used to boost productivity, but only if done without jeopardising human relationships with customers, employees and other stakeholders. People, on the other hand, are a common factor that helps organisations to go forward in this complex environment. Employee involvement has the potential to unleash a company's performance. Several studies conducted over the last five or six years have indicated that without involvement, businesses will struggle to maintain a competitive advantage over time.

Employees desire to contribute their talents and knowledge to the company's growth. Employee involvement, on the other hand, is rarely used as a tool to improve corporate performance. When questioned about profit increases, organisations with higher levels of engagement were more likely to disclose them. The average difference in favorability between companies that made more money and those that lost money was 3.4 percent. Surprisingly, businesses with stable profitability had the same level of involvement as those with declining revenues.

Talent Retention and Engagement

Employee engagement is defined as the willingness of employees to go above and beyond the bare requirements of

their job to contribute additional energy or to promote their company to others as a wonderful place to work or invest. A worker's turnover signifies that she or he has left a particular employment connection. Retention, on the other hand, denotes the existence of a continuing job.

Retention refers to an employee's willingness to remain with a business, which is influenced by incentive pay or salary, as well as job satisfaction. Sigler also mentions the difficulty of employee retention in many firms, stating that many companies confront a "dilemma" when it comes to employee retention. If corporations keep brilliant people, the talent employee will have a higher value than the rest, but if they do not, the company will be forced to keep them since the firm needs that employee in their office to maintain stability. Furthermore, companies must be aware of detailed information before retaining a skilled employee because incorrect information about an employee might lead to major problems in the future.

Sigler classified employees into two types to assist employers in deciding whether or not to keep them. First, talented employee who should be retained must make a significant contribution to the company and provide a positive risk adjusted profit. Second, the brilliant employee must be classified as someone who has had a greater impact on the employee than anyone hired to replace him or her. Retention is about managing three parts of an employee's environment: altitude toward behaviour, subjective norm, perceived behavioural control into intention and intention will produce behaviour surrounding the employee.

Scope of the Study

Employee engagement, is linked to management principles including employee commitment, organisational citizenship behaviour and work happiness. Some studies, on the other hand, believe that employee engagement indicates a cooperative and symbiotic relationship between employees and employers. Engagement research is still in its infancy, with researchers seeking to come up with a more precise and acceptable definition. Other variables, such as Human Resource Interventions, Human Resource Process and Workforce Diversity, have yet to be investigated in the research reviewed thus far. So far, research has focused mostly on the impact of employee engagement on corporate performance and job satisfaction, ignoring the possibility of changes in the repercussions when a diverse workforce enters the workplace.

The cost of making engagement decisions is not taken into consideration. Employee engagement is influenced by a variety of elements that are not categorised. More research can be done on how organisations can improve top-down and bottom-up communication, ensure that employees have all of the resources they need to do their jobs, provide appropriate training to increase their knowledge and skill, establish reward mechanisms that reward good work with various incentives, develop a distinctive corporate culture

that encourages hard work and success and develop a strong performance management system that makes managing performance easier.

Conclusion

Working in a joyful workplace and being genuine to oneself are essential components in promoting employee engagement and retention, especially since organisations are in flux owing to the current economy. Employers who are proactive, continue to invest in people and develop their human capital's potential are more likely to stay competitive.

Employee engagement is a two-way street that runs up, down and across the organisation, so leaders, managers, HR and employees all have vital roles to play. Mutual incentives (as well as risks) for both organisations and employees are the most permanent and honest foundation for a work relationship more adapted to the needs of today's volatile global economy.

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