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LITERATURE REVIEW ON EMPLOYEE ENGAGEMENT PRACTICES

□ Dr. Pushpraj Wagh*
Ms. Pooja Salvekar**

ABSTRACT

Employee engagement is the important human resource management variable and has its significance in various industries all over the world. The employee engagement practices are instrumental in ensuring sustainability to the business and creating an edge over the competition.

The present research studies literature on employee engagement in India and other countries. The conclusions are based on the theoretical aspects and outcomes of the different studies conducted in varied industries and at places.

The study revealed a positive relationship in engagement practices and the performance. It also observed that employee engagement practices implemented well can lead to enhanced employee performance, employee retention thereby creating a competitive workforce for the organization. Employee engagement can thus help to enhance the organizational productivity and achieve the overall organizational goals.

Keywords- Employee Engagement, Literature review, Job Satisfaction, Employee Performance, Organizational Commitment

I. INTRODUCTION:

Success of any organization depends on the effort collectively put together by its employees to achieve common organizational goals. Employee engagement is a tool to ensure the organizational practices to be directed towards creating motivated teams through providing necessary infrastructure, facilities, a conducive environment and benefits to the employees that can motivate them to work in cohesive teams, enhance their involvement and commitment towards the organization.

The employee engagement practices can reduce the absenteeism, employee turnover and improve employee loyalty and organizational efficiency resulting in overall success to the organisation in financial as well as non-financial

aspects.

The continuous organizational effort through effective employee engagement practices can give advantage of stability and growth to the organization.

The present study is based on the review of existing research in India and other countries in the area of employee engagement and an attempt to understand the various employee engagement practices and their effectiveness in engaging the employees that can be useful to the human resource practitioners and leaders to formulate effective employee engagement practices for their organizations.

SIGNIFICANCE:

The present study on employee

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engagement practices is of useful reference to the human resource management practitioners to understand the concept of employee engagement, various practices of engaging people and its effect on the performance of the organization.

Study will be useful to the key management leaders to formulate effective strategies for creatively engaging employees in view to improve the organizational productivity and performance.

II. OBJECTIVES:

1. To understand the concept and the theoretical basis of employee engagement.
2. To identify various aspects and drivers of engaging employees.
3. To explore relationships between factors for engagement and organizational development.

III. RESEARCH METHODOLOGY:

The present paper reviews published research papers from India and other countries for the understanding of the concept of employee engagement, identifying various factors affecting and understanding relationships between employee engagement and other factors.

IV. REVIEW OF LITERATURE:

1. ThakurPreeti(2014)¹ in research paper “A Research Paper on the Effect of Employee Engagement on Job Satisfaction in IT Sector” attempted to find employees’ job satisfaction in the field of IT.
2. The feedback from 120 officers and clerks, revealed that the employees’ motivation to work can be enhanced by increasing their authority and accountability. The relationship between job satisfaction and engagement of employees is significant. Researcher further state that rewards and sanctions are greatly related with involvement in the job at the clerical level.
3. SyedaNazneenWaseem andKashifMehmood (2019)² in their research work “A Study on

the Drivers of Employee Engagement and its Relationship with Employee Performance” combined there models and relevant theories and observed impact on employee performance.

4. The study aimed to elucidate engagement and performance in education sector in Pakistani context. The analysis was based on survey responses from 189 faculty members.
5. Researchers recommended that the retention of faculty members is essential to provide quality knowledge and build research environment. The employee engagement in educational institutes need a continuous interaction between the management and the employees. The committed and engaged teams in educational institutes will also have benefit to the society.
6. TakJie Chan, Md. MonirHossen andNurul Ain Mohd Hasan (2020)³ in their research paper on “Determinants of Internal Corporate Social Responsibility Practices and Employee Engagement” attempted to investigate the relation between employee engagement and ICSR practices in Malaysian private university using quantitative methods on a purposive sample of 93 employees.
7. The study revealed various ICSR dimensions particularly in the context of HEI’s which are essential for employee engagement. The study concluded that the employees are assets for an organization and the ICSR practices can enhance the engagement of employees.
8. Li Sun (2019)⁴ in his research paper on “Employee Engagement: A Literature Review” attempted to review literature o employee engagement. His study aimed to explore the concept of employee engagement, various definitions and theoretical foundations.
9. Researcher state that employee engagement is concept at individual level not a group level. The engagement can be experienced emotionally, cognitively and can be seen

through behaviour. The association between engagement and burnout is complicated. Further researcher says that engagement is a result of combination of attitude and behaviour. The engagement of employees is critical to success of an organisation.

10. V, Tharanya&Gajenderan, Vijayakumar andItumalla, Ramaiah. (2020)⁵ in their research paper “Effect of Employee Engagement Practices towards Organizational Commitment & Job Performance” conducted a study on probationary officers of private banks in Chennai to understand the effect of practices of engagement over the performance at job and their commitment towards organization.
11. Primary data was collected through a structured questionnaire and responses from 379 employees from four private banks HDFC, Kotak Mahindra, Axis and ICICI bank.
12. The study concluded that employee engagement have significant effect on employee performance level and the organizational commitment. It also identified compensation and facilities, leadership, Organizational policies and justice, training and development as the drivers for engagement practices.
13. Bhatla N (2011)⁶ in her research “To study the Employee Engagement practices and its effect on employee performance with special reference to ICICI and HDFC Bank in Lucknow”studied the engagement practices of private banks to explore the factors affecting engagement, suggest model and identify approaches to enhance the employee engagement in an organization.
14. The studyconcluded that organizations should create an environment where employees will get freedom for the work where they can get exciting and engaged work life. The employees care need to be taken, their distractions also need to be considered and space need to be provided where they can enjoy their work. Employee engagement need to be continuous programme. Well engaged employees can contribute more and add to the overall organizations performance and helps maintain the competitive position of the organization.
15. Hafiz Ali Hassan, SayyedKhawar Abbas, SeharishIftikhar, NoumanWaqar and Ali Waris(2018)⁷ in their research on “Determinants of Employee Engagement Practices in IT Sector” attempted to explore the factors that account for employee engagement.
16. The findings are based upon the responses from 391 IT employees in Pakistan. Researchers concluded that employees need to be provided with good services and conducive environment wherein they can engage more and intern can contribute to organizational performance.
17. Agrawal, Soni. (2016)⁸ in her paper“Factors influencing employee engagement: A Study of Diverse Workforce” highlighted the various needs of individuals and their expectations from the organizations with special emphasis on generation Y. They also attempted to understand the behaviour of generation and their difference from generation X. Researcher used a survey method and collected responses from 254 respondents from varied age and culture.
18. Findings from study revealed more engagement of employees if they find the work interesting, the work environment where they can do foo team work, and adequate resources are available to perform the job. Employees feel motivated and obliged on getting the feeling of belongingness to the organization, the get social as well as economic benefit, they tend to be more engaged. The organizational environment has a positive effect on employee engagement, if employees receive good working environment, sense of belongingness in team and team work, opportunities for learning, they tend to be

more engaged and stay longer in the organization.

19. Ngwenya, Bongani&Pelser, Theuns. (2020)⁹ in their research paper “Impact of psychological capital on employee engagement, job satisfaction and employee performance in the manufacturing sector in Zimbabwe” attempted to understand the psychological capital has towards engagement, job satisfaction, performance in context of industries in developing countries.
20. The study was based on the quantitative approach and responses from 257 employees of manufacturing company in Zimbabwe. Structural equation modelling was used for analysing the collected data.
21. The study revealed that there is positive impact of psychological capital on employee performance, satisfaction as well as engagement. More engagement of employees, more they perform. As employees are more satisfied towards job, it positively increases his performance at work. If the employees are satisfied, they are more willing to enhance their engagement with organization.
22. Chandani, Arti& Mehta, Mita& Mall, Akanksha&Khokhar, Vashwee. (2016)¹⁰ in their paper “A Review Paper on Factors Affecting Employee Engagement” attempted to understand employee engagement, its significance and important factors for effective implementation.
23. Researchers carried out a review of literature on employee engagement, understanding the various factors that are being mentioned frequently in various researches. Researchers concluded that the employee engagement can improve productivity of the employee and reduce employee turnover. The employee engagement needs to be a long term and continuous programme and can be practiced through giving the employees opportunity to think, express and take decisions. The employees need to be given a sense of belongingness, getting heard, involvement. Transparency in leadership can also be built and practiced to have an open culture.
24. Kaur, Prabhjot& Mittal, Amit. (2020)¹¹ in their research paper on “Meaningfulness of Work and Employee Engagement: The Role of Affective Commitment” conducted a survey of 319 service sector employees in Chandigarh and Punjab to study the relation between work meaningfulness, engagement of employees and the affective commitment.
25. Researcher concluded that the meaningfulness of the work can enhance the emotional commitment and also the engagement of employees working in services sector of study region i.e. Chandigarh and Punjab.
26. Nayak, Bhagirathi and SarangiPratima (2016)¹² in their research paper on “Employee Engagement and Its Impact on Organizational Success” conducted a study to understand current employee engagement level and aspects related to work that are required to be improvised for better engagement of employees.
27. Based on the responses from 200 employees, measurement of engagement was done by using six “C”sviz. confidence, clarity, and credibility, convey, connect and career.
28. Researchers through the study findings observed that the employees of manufacturing companies agree with the six C’s to improve upon the engagement level.
29. Ahmed, Shiraz and Ansari, Junaid. (2020)¹³ in their research paper “What leads to Employee Engagement in Pharmaceutical Sector of Pakistan?” attempted to propose a model which can measure influence of job-fit, affective commitment , psychological climate and style of leadership on the engagement of employees working in pharmaceutical companies.
30. The study was conducted on basis of responses of 284 employees working in Karachi based pharmaceutical companies.

Researchers found that the factors that affect the employee engagement in developed and developing nations are relatively similar.

31. They concluded that the various factors like affective commitment, psychological climate, job-fit, style of leadership have positive effect in improving the engagement of employees which in turn can help to increase the industry performance.
32. Baran, Małgorzata, Sypniewska and Barbara A. (2020)¹⁴ “The Impact of Management Methods on Employee Engagement” attempted to understand the relation between people oriented and the non-people oriented management, active and passive direct participation and the engagement.
33. For study a sample of 1037 respondents selected on the basis of various criteria. Researchers conclude that the employees need to be treated with people oriented approach. They also say that managers should understand the significance of social exchange for engaging the employees. The employees should be given good environment, facilities and various benefits so as to improve employee engagement.
34. Mohan Jitendra, Mohammad IsrarulHaque and Khan Nadeem, (2018)¹⁵ in their study on “Empirical Approach to Measure Employee Engagement: Evidence from Indian IT Industry” attempted to understand the major drivers in IT companies for engagement of employees.
35. On the basis of a survey using a structured questionnaire the data was collected from a sample of 510 employees selected by simple random sampling.
36. The study concluded that the employee engagement can help to enhance the overall productivity, retention of employees, loyalty of customers and in turn the profitability for the organization. They also recommend that the leaders in the business should keep knowledge of the levels of engagement along with other important information.

37. PadhiBhagyasree and Panda Aruna K, (2016)¹⁶ in their study on “Emerging Trends of Employee Engagement” reviewed the research in India and other countries on employee engagement and discussed the importance of practices of engagement of employees in the context of various companies functioning in global scenario over the considerable time.
38. A sample of 102 employees in varied jobs and having experience of approximately twelve years was selected for the study.
39. The study revealed that job and the organizational engagement have a meaningful difference. Further they noted that job and the organizational engagement have an important role to facilitate the association between organizational commitments, intentions of employees to quit the job, earlier traditions of engagement of employees, satisfaction towards job and behaviour of organisational citizenship.

V. CONCLUSION:

The review of research on employee engagement practices conclude that the employee engagement practices through creation of conducive work environment, providing space, facilities and benefits to the employees, involving employees in decisions etc. can make the employees more satisfied towards their job resulting into their deep involvement and commitment in the organization which results in enhanced employee performance.

Thus, employee engagement plays significant role to enhance commitment and their involvement in the job and thereby create a motivated team that can achieve the goals of an organization.

The employee engagement practices promotes the organizational productivity and profitability and are the key to achieve a competitive advantage. High employee engagement can ensure the organizational success in financial as well as non-financial aspects.

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