

AN ANALYTICAL STUDY OF ORGANIZATIONAL PRACTICES TOWARDS EFFECTIVE EMPLOYEE ENGAGEMENT: A LITERATURE REVIEW

Mrs. Tejali Sujit Desarda

Research Scholar, Prof. Ramkrishna More College, Pune

Dr. Padmavati Sanjay Ingole

PDEA's Prof Ramkrishna More Arts Commerce and Science College, Akurdi

Abstract

Employee engagement is a human resources (HR) concept that describes the level of enthusiasm and commitment a worker feels toward their work. Engaged employees care about their work and the company's performance and feel that their efforts matter. An engaged employee is in it for more than just a paycheck, and can see their well-being as tied to their performance and therefore instrumental to their company's success. Employee engagement can be critical to a company's success, given its clear link to job satisfaction and employee morale. Communication is a critical part of creating and maintaining employee engagement. Engaged employees are likely to be more productive and efficient. They also often show greater commitment to the company's values and goals. A research was undertaken to study the employee engagement practices used by select IT companies from Pune. As a part of the study, related literature was reviewed. This paper presents the reviewed literature and ends up by identifying the research gap.

Keywords: Employee engagement, Performance, Employees, Job satisfaction

Introduction

Employee engagement is human resources concept that refers to the degree to which employees are invested, motivated and enthusiastic about the work they do and the company they work for. Specifically, an engaged workforce positively impacts an organization's productivity and profitability, as well as its ability to retain top talent. Employee engagement is often mistaken for employee satisfaction, and while the two ideas are related – satisfied employees are more likely to be engaged; engagement is a strong indicator of satisfaction—one does not guarantee or replace the other. Think of it this way: Satisfied employees are happy at work, and engaged employees enjoy doing their jobs.

Involvement is indicative of the employee's motivation and is not based solely on his financial reward. An engaged employee is motivated and committed to the company's mission. These employees feel valued by the company and see value in the work they do – they understand the organization's goals and believe their role contributes to its success.

Engaged employees exert discretionary effort, meaning they voluntarily do more than what is expected of their role. These are individuals who want to help move society forward; they do quality work and desire better performance. They will be the ones who volunteer to show new employees around the office, stay late to finish a project, and help out at company events on the weekend.

A successful employee engagement strategy is built on communication and trust between employees and employers. To promote employee engagement, leadership should model the organization's core

values, take pride in the company, support professional development, and support each individual's goals.

This paper presents the review of select literature and ends up by identifying the research gap.

Literature review

1. Chanana and Sangeeta (2021) state that in the current business climate during the COVID-19 pandemic, employee engagement has become one of the most prominent priorities for HR managers and practitioners in organizations due to the lockdown. The post is to determine employee engagement by various companies during the coronavirus pandemic. Organizations today are constantly developing innovative and effective means of engaging employees during these difficult times. This document is a concept paper that is based on various research papers, articles, blogs, online newspapers and World Health Organization reports. During this pandemic situation, organizations are developing many engagement activities such as online family engagement practices, virtual learning and development, online team building activities, webinars with industry experts, online weekly meetings, team meetings via video conferencing over lunch, short online gaming sessions, virtual challenges and competitions, online classes, awards, communication exercises, live sessions to train new skills, online counseling sessions, appreciation and recognition sessions, anxiety and stress webinars, providing online counseling for exercise and meditation, social virtual office interactions, digital classroom training modules, e-learning modules and many

other creative learning sessions. The activity of engaging in the work-from-home regime is very fruitful for employees and organizations. Organizations that do these kinds of engagement activities for their employees are learning new skills and growing. Employees feel committed to the organization and remain motivated during this difficult time of the COVID-19 pandemic.

2. Li and Bunchapattanasakda (2019) observe that employee engagement is an important issue in management theory and practice. However, there are still great differences in the concept, theory, influencing factors and outcomes of employee engagement, and there is still no authoritative standard. This article attempts to review and summarize previous research findings on employee engagement. Two types of definitions of employee engagement are identified – employee engagement as a multifaceted construct (cognition, emotion, and behavior) and as a unitary construct (positive state of mind, committed willingness, the opposite of burnout). Three theoretical frameworks are used to explain the different degrees of employee engagement – the need-satisfaction framework, the labor demand-resource model, and social exchange theory. Factors influencing employee engagement are divided into three categories – organizational factors (management style, work rewards, etc.), work factors (work environment, task characteristics, etc.) and individual factors (physical energy, self-confidence, etc.). Employee engagement has been found to have a positive relationship with individual performance (organizational commitment, positive behavior, etc.) and organizational performance (customer satisfaction, financial return, etc.). Research results show that there are three shortcomings in previous studies - lack of research on demographic variables, personality differences and cross-cultural differences in employee engagement, lack of research on the mediating or moderating role of employee engagement, and lack of an intervention mechanism for employee engagement.
3. Lee et al. (2020) state that research detailing employee engagement has reliably shown that resources are important for promoting engagement. However, he did not attempt any previous work understand these sources through a review of existing literature. On better understand how resources are positioned and defined in the procurement literature; we reviewed the term sources in 137 articles. The results of our structured a literature review revealed that 216 different sources were cited literary streams and five distinct categories from the macro to the micro level could be identified. Categories include (a) organizational resources, (b) social resources, (c) work resources, (d) home resources, and (e) personal resources. In addition we detail our method and each resource category, exploring the implications for theory and practice of human resource development.
4. Ababneh (2021) suggests new progress on the path of change towards sustainability by empirically examining the mediating role of employee engagement in environmental initiatives between green HRM practices and individuals' environmental behavior. Furthermore, this study used classical person-organizational fit theory to examine the role of certain personality traits in moderating the association between HRM practices and employee engagement in environmental initiatives. 376 employees who work in four- and five-star hotels operating in Jordan were approached using a quantitative research method with a purposive sampling technique. The study provides original findings that suggest that employee engagement partially mediates the link between green HRM practices and individuals' environmental behaviors. In addition, this study highlights the importance of organization-person interaction in promoting employee engagement in environmental initiatives.
5. Pandita and Ray (2018) write to enhance the reader's understanding of the field of talent management and employee engagement and how the former culminates in the latter, specifically as a tool for employee retention. The paper also attempts to explore and help readers understand the domain of talent management and employee engagement, specifically as tools for employee retention. The article is based on secondary research in the areas of talent management practices, employee engagement and talent retention. The authors reviewed the existing body of work on these topics to arrive at an analysis of the practice of talent management and employee engagement and subsequently measure its impact on employee retention. To help bring some clarity and explore trends in talent management, the authors base this work on a systematic review of existing literature that seeks to explore modern thought process and evidence. Current examples are drawn from many leading companies and their practices are

highlighted for better understanding. Various drivers responsible for talent engagement and retention are studied based on a review of existing literature. After analyzing the existing literature, the authors arrive at talent retention and engagement practices that can help and assist industry professionals and policy makers in designing and implementing successful talent management initiatives. The authors proposed a model for achieving better retention through talent management practices. One of the most effective tools to ensure that employees remain engaged and committed to their work is talent management. This sense of engagement or commitment to their work in turn ensures that these employees stay with the organization for the long term. As the authors began to analyze the costs associated with recruitment, selection, and opportunity costs related to attrition, organizations focused their talent management efforts toward retention. The paper concludes that synchronizing talent management practices and employee engagement initiatives leads to improved talent retention and proposes a model to do so. As the paper is conceptual, the model and hypotheses the authors arrive at need to be empirically tested by relevant stakeholders in the organization, specifically stakeholders specializing in the field of talent management, for the literature to gain further weight. Findings derived from a large-scale study of current and upcoming talent management strategies can help organizations and policy makers develop and refine talent management practices to engage human capital with the secondary goal of retaining talent—a challenge that plagues most organizations today. . The prevention or prevention of attrition is a priority in several organizations and more often in some industries as a whole. The authors examine how talent management practices can contribute to efforts to prevent or prevent attrition in organizations. Complementing the existing literature on talent management, this paper examines the areas of talent management that directly influence employee engagement and subsequently influence talent retention. This connection between talent management practices and retention deserves more investigation, which the article explores.

6. Turner and Turner (2020) believe that employee engagement is an area of organizational practice that resides within the subject of people or human resource management, but is increasingly seen in a wider organizational context as it positively

impacts a range of business, service or operational outcomes. His definitions include emotional and rational factors; relating to enthusiasm, passion, satisfaction, confidence, empowerment and positivity of attitudes. It refers to a person's "preferred self" in behaviors that promote connection to work and others. Analyzes suggest that employee engagement, as part of the overall employee experience, is related to both work and organization and is an active work-related state. Terms that have been used to describe employee engagement include, on the one hand, a positive, fulfilling, work-related state of mind characterized by drive, dedication, and absorption; or, on the other hand, as energetic involvement in fulfilling activities that increase a person's sense of professional performance. It is a positive, proactive behavior in the workplace and towards the organization caused by a combination of motivated, emotionally attached employees; integrated, enlightened people management activities and empathic managers to achieve clearly communicated business goals.

7. Kwon and Kim (2020) have conducted a literature review to (a) provide a comprehensive understanding of the relationship between employee engagement and innovative behavior through the JD-R model; (b) identify and revise the main theories underlying employee engagement studies; and (c) develop an integrated conceptual framework based on empirically validated factors and their relationships together with relevant theories. An integrative literature review of 34 empirical studies shows that employees perceive a combination of reasonably high demands and high resources as ideal for their engagement, innovative behavior results from these delicate interactions, and engaged employees are more likely to behave innovatively by activating coping strategies to deal with challenges. Together, these findings suggest an integrated conceptual framework that refines the original JD-R model to better explain the dynamics surrounding employee engagement and innovative behavior. Key implications for research and practice are presented.
8. Aktar and Pangil (2018) examine the mediating role of organizational commitment (OC) in the relationship between human resource management (HRM) practices and employee engagement among bank employees in the context of a developing economy, namely Bangladesh. The survey data includes 383 employees from 30 private commercial banks

in Bangladesh. Structural equation modeling with the bootstrapping method is used for data analysis. This study found that HRM practices such as career progression, employee participation, job security, performance feedback, rewards and recognition, training and development are significant predictors of employee engagement. The results also identify OC as a partial mediator of the HRM practices and employee engagement relationship, suggesting that the direct relationship of the predictors and criterion variables is stronger than the indirect relationship. More interestingly, the findings suggest that the mechanism of the black-box phase is not always work on the relationship between HRM practices and employee performance. Examining the role of OC in the relationship between HRM practices and employee behavioral outcomes, i.e. employee engagement, appears to be an initial effort in the academic literature. Moreover, empirical research that examines the association of various organizational factors with employee involvement through organized crime is rarely explored. Thus, the findings of this study act as a strategic tool for bank managers to design their organizational policies to support the level of engagement of their employees.

9. Johansen and Sowa (2019) state that human resource management (HRM) has been shown to influence organizational performance, but more research is needed on specific human resource (HR) practices in nonprofit organizations and their impact on performance. In this article, we examine one human resource management practice that is expected to affect performance, employee involvement in decision-making, and examine whether employee involvement at different levels of a nonprofit organization affects nonprofit performance. Based on data from a 2011 study of nonprofit hospitals, we find that employee engagement has a positive effect on managers' and stakeholders' perceptions of organizational performance. Employee involvement in decision making is also related to objective measures of nonprofit performance, although the effects are less consistent. We conclude by discussing the implications of these findings for nonprofit research and practice.
10. Saks (2019) in 2006 published one of the first empirical studies on the antecedents and consequences of employee engagement. Since then, dozens of engagement studies have been published, and most of them have used the Utrecht Work Engagement Scale (UWES) to

measure work engagement. The purpose of this article is to revisit Saks (2006) to try to address some of the issues that have emerged over the past decade and to assess the generalizability of his findings and model using the UWES measure of work engagement and single-item measures of work and organizational involvement. Additional analyzes were conducted using data from Saks (2006) including measures of individual job characteristics, use of the UWES measure of work engagement, and single-item general measures of work engagement and organizational engagement. In addition, a review of engagement research was conducted as well as research that used Saks's (2006) measures of work engagement and organizational engagement. The results show that skill diversity is the main job characteristic that predicts work engagement. The results of the analysis using the UWES measure of work engagement found that job characteristics and perceived organizational support are significant predictors of work engagement, and work engagement predicts job satisfaction, organizational commitment, organizational citizenship behavior, and intentions to quit and mediates the relationship between antecedents and consequences. Similar results were found using single-item measures of work engagement and organizational engagement. A review of the engagement literature suggests general support for Saks' (2006) model of the antecedents and consequences of employee engagement and for his measures of work and organizational engagement. The revised and updated model is provided with additional antecedents and consequences. The results suggest that organizations can manage employee engagement by focusing on skill diversity as well as providing social support, rewards and recognition, procedural and distributive justice, and opportunities for learning and development. In addition, organizations can more frequently and more easily assess employee engagement using single-item measures of work and organizational engagement. This paper provides an update and revision of the Saks (2006) model of employee engagement and suggests that the main findings are similar when using the UWES measure of work engagement and single-item general measures of work engagement and organizational commitment.

Conclusion

Collective consideration of the reviewed literature reveals that there are differing opinions on the antecedents of employee engagement. At the same time there are hardly any studies studying the key organizational inputs towards employee engagement practices. Similarly there are only few studies looking into employee engagement practices in the context of IT industry. Another dimension is that of the relationship of demographic studies on employee engagement where authors have highlighted their important role in employee engagement. Not much research is seen on impact of employee engagement practices on employee and organizational performance. Also studies do not show measurement of employee perception towards employee engagement. Same applies to challenges in implementing the employee engagement practices. In the light of these gaps, following research questions were set for the study:

- RQ1: What factors cause employee engagement or disengagement?
 RQ2: What are the key organizational inputs towards employee engagement practices?
 RQ3: What are the current employee engagement practices of the IT companies?
 RQ4: What is the employee perception about the existing employee engagement practices?
 RQ5: What is the impact of employee engagement practices on employee and organizational performance?
 RQ6: What is the impact of the demographic factors on perception of employees about employee engagement practice?
 RQ7: What are the key challenges in implementing employee engagement practices?

References

1. Ababneh, O. M. A. (2021). How do green HRM practices affect employees' green behaviors? The role of employee engagement and personality attributes. *Journal of Environmental Planning and Management*, 64(7), 1204-1226.
2. Aktar, A. and Pangil, F. (2018), "Mediating role of organizational commitment in the relationship between human resource management practices and employee engagement: Does black box stage exist?", *International Journal of Sociology and Social Policy*, Vol. 38 No. 7-8, pp. 606-636.
3. Chanana, N., & Sangeeta. (2021). Employee engagement practices during COVID-19 lockdown. *Journal of public affairs*, 21(4), e2508.
4. Johansen, M. S., & Sowa, J. E. (2019). Human resource management, employee engagement, and nonprofit hospital performance. *Nonprofit Management and Leadership*, 29(4), 549-567.
5. Kwon, K., & Kim, T. (2020). An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model. *Human Resource Management Review*, 30(2), 100704.
6. Lee, J. Y., Rocco, T. S., & Shuck, B. (2020). What is a resource: Toward a taxonomy of resources for employee engagement. *Human Resource Development Review*, 19(1), 5-38.
7. Li S., & Bunchapattanasakda, C. (2019). Employee engagement: A literature review. *International Journal of Human Resource Studies*, 9(1), 63-80.
8. Pandita, D. and Ray, S. (2018), "Talent management and employee engagement – a meta-analysis of their impact on talent retention", *Industrial and Commercial Training*, Vol. 50 No. 4, pp. 185-199.
9. Saks, A.M. (2019), "Antecedents and consequences of employee engagement revisited", *Journal of Organizational Effectiveness: People and Performance*, Vol. 6 No. 1, pp. 19-38.
10. Turner, P., & Turner, P. (2020). *What Is Employee Engagement?* (pp. 27-56). Springer International Publishing.