

Employee Engagement - Factors influencing employee engagement

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Abstract:

The purpose of this article is to explain what employee engagement means and why it is important (especially with respect to its impact on employee retention and performance), as well as to identify the factors that are relevant to your delivery success. Methods / Statistical analysis: In this study, the scientists used the research method. In a review of around thirty popular and scientific articles / literature in the field of employee engagement, researchers found the various factors that are most frequently cited in these articles. The review process is designed to strengthen the existing literature. After analyzing all the factors in each research article, the authors adopted the results Results: The article discusses several factors related to obligations at the macro level, that is, at the organizational level and at the micro level, that is, at the individual level. These differences in factors may be due to differences in individual and professional characteristics, gender diversity; ethnic diversity, etc. The suggestions in this article include different approaches to employee engagement for new hires, such as strong onboarding programs, a rigorous training and development program, a certification program, and a realistic job description. The results of this survey will help any organization, regardless of the type of activity, to develop a robust employee engagement policy with a combination of all of these employee engagement factors. Managers can rethink work and policies based on the factors outlined in this document that would lead to workforce satisfaction. This article will be helpful to anyone seeking a better understanding of employee involvement in improving organizational performance. Applications / Improvements: the results of the study can be used in the future by implementing various factors, involving and reducing staff turnover and improving productivity

Keywords: commitment, human resource strategies, organization, performance, retention.

In this review, we explore the various factors that influence employee engagement in an organization. They are also known as interaction engines. Today, employee engagement has become a top priority for management as they are continually looking for different methods to keep them engaged. Management tested daily to determine the ability to maintain employee engagement while specific policies are in place. Staff turnover has taken different industry parts by storm as workers continuously change jobs, resulting in high attrition rates. As a result, employee retention and engagement has become a difficult task in these economically unstable times. Various human resources specialists conduct numerous surveys and studies worldwide to conclude the factors responsible for engagement. Employee engagement can be defined in different ways. A committed employee achieves results, does not change jobs often, and, above all, is the company's ambassador at all times. Engaged employee performance, as Hay Group understands it, is "a result achieved by stimulating employee enthusiasm for work and redirecting it toward organizational success." This result can only be achieved if the employer offers employees a hidden contract. That show certain positive behaviours that are consistent with the organizational objectives".

May also notice that the employee experiences three different levels of engagement. It may have been enabled, not enabled, or disabled. Engaged employees are those who work passionately to achieve organizational goals. A disengaged worker is seen as a participant, but not with passion and energy, in the organization's common goal. Uninvolved workers are those who are dissatisfied with their work and unhappy.

Commitment also has three aspects: intellectual commitment, which refers to a commitment to do a better job. Practical commitment or positive feelings once the work is done. Finally, social engagement tells others to improve work-related improvements.

2. Literature review

Research around the world has found that several factors affect the level of employee engagement in the organization. Some of them are discussed in the following works.

Career development

Organizations with highly engaged employees provide their employees with many opportunities to acquire skills, develop skills, gain knowledge, and use their potential. Professional development internships help organizations retain talent and also provide opportunities for personal development. Employees invest in companies that invest there, planning their career development¹. Professional development is a global driver of employee engagement. Also, an appropriate level of employee development through training, skills and learning can result in greater employee involvement in the organization.

Effective talent management

A culture of employee engagement values the diversity of talents and skills that accompany employees and inspires employees to aspire and pursue a vision for the future⁴. A talent management strategy, including career planning, organizational support, and incentives, can result in high engagement and low exit levels in the organization. One factor is believed to heavily influence employee engagement,

effective management, among other factors. However, the evidence also shows that no fixed model demonstrates the relevance and significance of all the variables since different workers place different emphasis on the variables that influence work commitment. These differences may be due to differences in individual and professional characteristics, ethnic and gender diversity; It was also found that the discrepancy between the factors of commitment and leadership, that is, orientation to tasks and relationships, overlaps to a great extent.

Direction

Employees show a more significant commitment to the organization. When their immediate superiors praise them, they attract management's attention (for example, one-on-one conversations). In entrepreneurial companies, leadership must be visionary, forward-thinking and must involve employees in their vision to increase employee engagement⁹. One of the main drivers of employee engagement is employee confidence that their leadership is engaged. The quality of leadership interactions between supervisors and employees has an impact on the level of employee engagement.

Clarity of company values, policies and practices

Human resource principles and practices play an essential role in defining the relationship between employees and employers. It found that there is no direct link between HR policies and practices and employee engagement. We found a link between HR professionals and engagement to be quite indirect. HR practice, supervisor and manager behaviour have two key factors. There is a real link between these two elements and employee engagement.

Employees must feel that company values are clear and unambiguous to generate greater engagement. Their recognition also turned out to be an announcement of employee engagement.

Estimated treatment of employees

Research shows that successful organizations tend to respect their employees' contributions to the organization and their characteristics equally, regardless of the employees.

Level of employment. A culture where respect is valued results in greater employee participation. Managers' attitude to respect the employee and treat employees legally includes whether the manager would listen to the ideas or suggestions of the employees, whether the employees felt appreciated, or whether they were able to communicate effectively with the employees. Commitments that come into contact with routine practice play a motivating role and make employees feel appreciated and thus strengthen commitment.

The company's standards of ethical conduct

The ethical standards of the organization contribute to the commitment of the employees. How employees are prepared to support the company's services and products depends on their perception of the services and products' quality. Higher employee engagement is also associated with a higher level of customer engagement. The company's image in the eyes of employees also reflects the level of employee engagement. Organizational, civic behaviour also has a positive impact on employee engagement.

Responsibility

Employees believe that they should be able to express their opinion on decisions that may affect their responsibilities. Leadership in highly engaged workplaces creates a stimulating and trusting environment in which employees are encouraged to disagree with prevailing orthodox practices, innovate, and help the organization grow. The ability of employees to contribute to senior management also has an impact on engagement. Control, along with rewards, recognition, and value, has also been found to predict employee engagement. Greater engagement with the supervisor was also found to improve employee engagement, leading to a higher level of learning and, ultimately, innovation in the workplace.

Employees feel empowered when they feel that their manager has an empowering style, which motivates them and belongs to the company, making them more engaged.

Fair treatment

Employee participation is usually higher when the boss or supervisor provides the same promotion and development opportunities. Egalitarian

Remuneration structures also affect the level of employee participation in the organization. Research in the public sector also shows that fair and equitable treatment of employee engagement levels impacts. Employees with a greater sense of procedural fairness are more likely to respond with a higher organizational commitment level.

It found that while employees witnessed the fairness of information and distribution as part of their performance reviews, they displayed a sense of well-being and employee engagement. A more significant amount of information fairness leads to greater cognitive and behavioural participation at work with more significant symptoms of commitment and motivation, pride in work, and a sense of work enthusiasm.

Performance evaluation

an essential criterion for evaluating the level of employee participation in the proper evaluation of their performance. An organization that uses a proper evaluation technique known as impartial and transparent tends to show a higher employee involvement level. Communication between manager and employee

regarding performance expectations and role clarity relative to the employee's role also increases engagement. Setting goals positively influence employee engagement, which in turn positively influences optimism in the workplace, and ultimately these results positively influence individual outcomes.

Withdrawal and extras

The organization must have adequate remuneration systems to motivate employees to work for the company. To increase the level of commitment, an employee must receive specific compensation and benefits: the three top-rated cash incentives, namely necessary salary increases, cash bonuses, stocks or stock options. For compensation to be a practical commitment, the employer must link it to work, performance, unique or personal benefits, pensions, benefits. Incentives, non-material rewards, and quality of leadership have a stronger relationship with an organization's ability to hire highly engaged people—employees versus issues such as basic pay and benefits. The employee understands that the strategies, programs and remuneration systems used to lead to greater involvement.

Health and security

The level of commitment was found to be correlated with the feeling of security at work. Therefore, all organizations must adopt adequate systems and methods to ensure the safety and health of employees. Working time and occupational health and safety have proven to be precursors of employee participation in the public sector, among others.

Satisfaction

Satisfaction is the springboard for commitment; Therefore, the organization needs to match the goals of the position with the individual goals of the employee. The employee can feel satisfied with their work, which leads to a higher temperament to dedicate extra effort and energy to tasks, and therefore, more excellent Absorption and commitment. More effective employees are likely to boost their motivation by setting ambitious and, therefore, more committed goals. It was also noted that the greater the perceived similarity between a colleague and employees. A commitment was when satisfaction was higher, and commitment was lower when satisfaction was lower.

Family friendliness

It refers to the influence of a person's family on their work. Participation occurs when an employee develops an emotional bond with the organization due to the benefits the organization brings to the family.

Talent recognition

Factors influencing job satisfaction and employee engagement have been analyzed, and in most industries, few nonfinancial motivators are generally effective in building long-term employee engagement. Previous awards and recognitions are positively correlated with organizational commitment. These indications suggest that senior managers need to design workplaces to take pride in their work, giving them an identity, autonomy, constructive feedback and task importance, and matching the current qualifications and skills of these trained employees and developed.

Communication

The International Energy Organization has launched a Leadership Excellence Project to build a talent pipeline and manage capabilities that lead to highly engaged employees. Additionally, a study of the impact of compensation programs on employee engagement found that employee understanding of compensation

strategies, programs, and systems leads to greater employee engagement with each other—employees, as well as among colleagues.

Nature of the work

A study conducted to determine the causes and consequences of employee participation in private sector companies through selection showed that professional commitment and job characteristics are positively correlated with commitment. Support, recognition, and perceived rewards from the organization and the supervisor are positively correlated with engagement measures. Employee-customer identification is a predictor of work commitment. To link work commitment with the identification and organization of the client's employees, the focus on the client acts as a necessary indirect effect. Tasks can be more rewarding by creating small benefits for the employee to increase the level of engagement²⁵. There is an inverted U-shaped relationship between commitment to work and professional requirements.

Organizational policy

The survey results "Perceptions of organizational policy and performance of hotel employees" showed that the perception of policy in an organization harms employee engagement. Employees who worked in a political environment displayed strong negative emotions, which in turn may be responsible for inhibiting their growth, learning, and development. This can directly impact job engagement, which can lead to adverse job outcomes, lower organizational commitment, and higher turnover.

Emotional factors

Emotional aspects like rationality also come into play in discussions about what drives employee engagement regarding personal satisfaction and a sense of inspiration. Family stress, work-related stress and personal relationships also influence employee engagement. Positive emotions affect commitment to work

Efficiency

There is a positive relationship between employee engagement and organizational, civic behaviour and a negative relationship between employee engagement and professional behaviour that is counterproductive. Engaged employees are primarily related to their tasks at work. They continuously work hard to achieve the goals that are required for their roles and assignments. They also do additional work outside of their duties, freeing up resources to achieve their goals and perform tasks efficiently. However, when an employee has a negative view of their work, they are more likely to engage in counterproductive behaviour.

Personality factors

High extraversion and low neuroticism lead to highly engaged employees. This was found when examining the relationship between the perception of support provided in organizations and the employee's effective organizational performance and commitment to the work performed. Factors such as supervisor support and feedback can influence a subordinate's determination and morale. The study summarized the characteristics of attractive occupations and then reviewed the individual personality characteristics of the worker.

3. Discussion

There is no established model that shows the importance and importance of the impact of all these variables since different employees assign different weights to these participation variables. These differences may be due to differences in personal and professional characteristics, gender diversity, ethnic diversity, and a

realistic picture of the job. Some employee engagement activities are offered to the employees was bonus programs, communication, and team-building and leadership activities.

Companies need to invest in good leadership and management development programs, well-designed communication programs, sharing vision and mission, and ultimately creating opportunities for interaction. The study found that those who needed it most or were initially exhausted benefited the most from career management interventions. Thus, suggestions from a derivative study indicated that positive psychological interventions could be used to draw attention to uninvolved or low-commitment workers.

Understanding the profile of the workforce is essential. Second, organizations must help employees create meaning in their work. This can be achieved by making the employee aware of their contribution to a job and overall goals.

Work environment conditions, such as teamwork and support, also create an engaged workforce. Doing a good job also leads to a higher level of commitment. The appropriate level of employee development through training, skills, and learning can result in greater employee involvement in the organization. In other words, the more engaged an employee is, the more likely they are to say positive things about the organization. Management must pay attention to creating good jobs; Managerial interventions can be carried out to create a sense of duty in individuals, leading them to reciprocate with a high level of commitment. Management must redesign workplaces so that subordinates can take pride in their work.

According to the research, employees working in the political environment exhibited strong negative emotions, which in turn may be responsible for inhibiting their growth and learning and development. This can directly impact job engagement, which can lead to adverse job outcomes, lower organizational commitment, and higher turnover. Leadership also has a strong influence on employee participation.

Conclusion

The study also shows that employee engagement leads, in turn, to lower employee turnover and an increase in innovative work-related behaviours.

Involving employees is a long-term task and cannot be achieved with a training program, regardless of its quality. Organizations can increase engagement by reflecting on the possibilities, improving the decision-making process and the involvement of employees. Organizations must instil in employees a sense of commitment, positive emotions related to their work, and a sense of community. Emphasis should be placed on the views of employees and opportunities to be heard. Transparency from top management will also make the culture of the organization more open. Based on previous research, it was suggested that organizations implement appropriate training programs to ensure that supervisors create a supportive environment to empower their subordinates. From the field data, it has been observed that innovation is stimulated in R&D sites and that multicultural sites outnumber monoculture sites. The scientists investigated an intervention in which plants were improved. Based on the data, it was observed that each intervention resulted in changes in soft and hard creativity.

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