

# A LITERATURE REVIEW ANALYSIS – EMPLOYEE ENGAGEMENT INTERVENTIONS

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**Abstract** A successful organization enables effective organization performance by strategic manoeuvre. Leadership skills, motivation, training, Rewards, Career development, Strategic planning, Management support, organization culture and climate are all the factors emphasized for an effective and efficient organization performance. The bottom line for all the above factors which yields benefits is in identifying the right resources. Recently the pandemic has worse hit on economic condition resulting economic recession. In most of the sector, employees were given an option work from home. Drastic swift in work culture, work pressure, digital meetings & conferences. Purpose of then to study is to bring out the intervention applied to increase employee engagement during this phase. The study focusses on systematic comprehensive qualitative method in finding related topics of past ten years. After reviewing various literature findings of the study states digital as a one of the important interventions been used to engage employee during pandemic

**Keywords:** Employee Engagement, Interventions, Digital, Human capital, Work engagement.

## **1.Introduction**

To build business and achieve organization outcomes within a specific time line requires change in internal environment. During COVID -19 pandemic conditions it was an emotional challenge for many employees to undergo a shift in variation of work. Naturally work environment motivates employee to gain interest, work from home is an unconditional work environment where employee can feel less productive, boredom, fatigue, communication gap between superiors, networks issues and so on. When productivity reduces from maximum number of employees, organizations fails to perform on their road map. Certain employees may feel optimistic and few employees may feel pessimistic. It was a biggest challenge for every organization to place all peas in one pod. Many countries like china, Taiwan, Japan focused on utilizing Robots in service sector. Many employees were forced to resign the job, source says that nearly 469 persons working in eight IT and ITES companies in Bangalore have lost their job. There was a salary cut for government employees and even private companies, education institution has cut the salaries of employees.

For the most middle-class employees say between the age 25-35 salary is very important factor to run their life. There may be difference in employee behavior when the factors deviate from the normal standards. In this vulnerable time organization are finding innovative ways to combat wellbeing of employees. Few studies stated that 87% of effective communication existed between leaders and employees. As leader responsibility is to connect and update the data, get the work done, task to be accomplished. In order to perform these activities, they have been effectively participated and communicated. This emphasized on emotional connect. Like COVID -19 an unprecedented situations may make organization to fall into pitfalls, this leads a bad impact on employees. Proper information has to be received through proper channel of communication say like mails, apps or company intranet, work time gradually increased as it is work from home. Balancing their mental and physical health became paramount. Major worse hit was IT &ITES sector. Leaders or project heads initiated prioritizing the work need for the client.

Another aspect which directly affected engagement is organization terminating employees immediately without prior notice which created fear in oneself losing the job and started to stress themselves to the peak resulting abruptly work behaviors. Employee Engagement a fundamental concept which indulges behavior, cognitive and positive attitude towards work. An engaged employee who feels paradigm shift in learning new ideas about the job, develops creative methods. Employee engagement is not same as employee satisfaction. Satisfaction is obtained after the fulfillment of work, the happiness and joy of completion of work or it can be said the work which feel to accomplish your goal. Satisfaction is the outcome of engagement.

## **2.OBJECTIVES**

1. Innovative strategies focused on their employees to keep them engaged towards work and increase productivity?
2. Different engagement intervention used during pandemic

## **3.METHODOLOGY**

The Study as new, focus on reviewing various literature related to employee engagement interventions literature of recent.

## **4.Employee Engagement Intervention**

### **Digital Interventions**

#### **H1: Digital interventions increases engagement**

Amy Colbert, Nick Yee and Gerard George, the digital workforce and the workplace of the future (2016) The study states in 2015 nearly 3 billion people had access to internet. Most of the developing countries has 90% access to digital. The literature categorizes two segment usage of technology. Special attention paid on the young people called referred as digital natives. In managing the design, the phenomenon was based on principles of new work experience called design thinking and management research on employee experience and emotional engagement at work place. The entry of digital natives at work place make employee to differ expectation of work and work expectations. Influence of digital at work place is another important note. Study explores the influence of technology on employee and their approach towards work and how their competencies are developed by both digital immigrants and digital natives. Barley, Meyerson and Gordal

(2011) study states emails is considered as a one of the digital instruments at work place and creates ample of workload. Employees have to spend more time in reading, allocating, sorting unreading messages and responding each mail. Employees have to be very keen to be responsive and do not want to miss important information's. Emails have become an interventions in keeping employees engaged and curious to know their work allotment and its accomplishments .Emails is considered as the symbol of culture.Ramrajan and Reid 2013:Reyt &Wiesenfeld (2015) states emails are not only the road map for engagement ,usage of internet and even social media increases the scaling level of engagement . Internet gives an ample of information which needed in time and employees can foster learning skills' (2014) has suggested virtual communications predominantly emphasized the ease of use, solving immediate problems and conference discussion on business perspective to be more effective. Ravin jesuthasan (2017) HR new role: rethinking and enabling digital engagement states due to industrial revolution and implementation of digital technology at work place has created disruption. Organization employee has to undergo training in order to understand the digital work. HR has a major role to play, focus on the compliances, strengthen organization and connect with employees. It explores how digital has influenced employees. Artificial intelligence emphasizes the development of machines which work, thinks like humans. HR ambit in analyzing the data results in getting valuable information using digital technology. A dime a dozen about HR department in knowing during exit interview is about employees. James Larkin (2017) HR digital disruption: the biggest wave of transformation in decades, the paper reviews the digitalization impact on the chief human resource officer (CHRO) and assessment change at the employer/manager level and an assessment level towards organisation. Social media, engagement technology are the challenging trends at workplace practices. CHRO leads in talent management, appropriate identification of talent and retaining the millennium talents. Cloud technology is said to be the best technology for ease accessible information between management and employees. Digital is quite comfortable for all the young employees and freshers. It also helps in strategy formulation, problem solving and decision making. It provides digital solution even for the employees who work from home. Tanya Bondarouk (2016) Conceptualising the future of HRM and technology research ,it examines information technology (IT) role on the work centric in this twenty first and its impact on HRM .Applying Harvard model of HRM and use of digital, extends the development of new HR digital practices like e-recruitment , e-training ,e-competencies these adds as new vocabulary to HRM. When we have an interface between HR and Technology. Diverse use of technology in organisation has created a positive response among employee with ease of work and creates good communication between management and employees. The conceptual paper intention is to know how digital has influenced employees towards work and their engagement interventions. Despite of new born concepts are emerged like artificial intelligence, could computing, data analytics and so on, but still organisation never fails to fetch in identifying new notions in keeping their employees engaged. The study helps in future to analyse why organisation think their employees to be engaged and their results, When we see top companies like Google, Apple, Facebook who much more emphasize on employee engagement and their avenues .Alexander, Ester van laar,jos de haan (2017)summarises on the relation between 21<sup>st</sup> century skills and digital skills .

The 21 st century skills signify on organisation competitiveness and innovation capacity. The outcome finds out 21<sup>st</sup> century skills are broader than digital skills. Information and communication technology have emerged one of the very important factors at work place. Employees who possess ICT skills are at high demand. The study identifies few skills known as digital skills or also called as e-skills like creativity,

technical, information, collaboration, communication, critical thinking and problem solving .21<sup>st</sup> skills are learning skills, literacy skills and life skills.

## **5.Work Engagements**

### **H2: work engagements influence strong work behaviour towards engagements**

According to Schaufeli and Bakker (2010) stated, employees who are highly participative and energetic strong focus towards job. Many researches have shown work engagement differs from person to person and other related factors such as situation, work, financial terms, promotions, placements, career development and so on. Every private and public organizations need highly engaged employees for economic growth of the company to maximize the profit. There need a personal characteristics, behavioral characteristics and cognitive characteristics in approaching work engagement. Job redesigning for the digital native's paramount's its efficiency. It creates engagement, employees who inculcates engagement possess highly personal resource towards the work. Alefs et al.,2013; Holman and Axtell,2016 research reviews job redesign creates ultimate work engagement. To increase the job role productivity redesign helps in analyzing the type of work, span of control on work, what to be achieved, skills required such that an appropriate employee being placed. Leaders play a vital role in job redesigning and to carry the work convert into a good result. Many researches came out about leadership and their skills, act as lubricant for employee in reaching goals. Fred. Fiedler A Contingency model of Leadership effectiveness explains a leader behaviour and his/her ability signifies the group performance, though each employee work is redesigned. The correlation which exist between leader and his member may be positive or negative. Positive takes away the barriers in reaching goals. Research studies leadership is one factor influences work engagement, there are many factors too. Robert Kerr. John Garvin, Norma Heaton, Emily Boyle (2006) Emotional Intelligence and leadership effectiveness. EI is the most crucial factor for effective leadership. Study says correlation exist because of EI. The research paper can be taken to further study how engagements and digital interventions are correlated, and analyze the behaviour of employee before digital interventions and after implementation of digital interventions. Olga per ski, Ann Blandford, Robert West, Susan Michie (2017) Conceptualizing engagement with digital behaviour change interventions: a systematic review using principles from critical interpretive synthesis .Engagement is conceptualized and understood in various discipline such as behavioral science, computer science ,Human computer interventions .Digital behavioral change interventions has lot of impact on employee behaviour like weight gain, obesity, alcoholic, change in food diet ,mood swings and so on . There are many literatures studied on engagement and its interventions resulted in two dimension one is engagement as behaviour and engagement as subjective experience.

Many of us think HR job is not admitted formally when compared to other fraternity. Because they have perception HR job is not comparative challenging. Peter Cappelli (2015) reviews why we love to hate HR and what HR can do about it .During layoff management consults HR ,to let which employee to go .Recruitment principal is absolutely highly structured and provides grate avenues for organization growth ,HR play vital role in recruiting right applicant , this influences selecting right people, imparting training ,

appraising the performer and retaining. After much strategical planning implementation still, companies find up to the minute what best can be done to improve employee engagement. Bhavesh Jha and Aman Kumar (2016) states to increase engagement organization has to focus on emotional engagement, intellectual engagement and social engagement. Study reveals all the three engagement should impart into employees in integrating with work and comprehending the role of business, strive for success. Engagement is of three level i.e. highly engaged, medium engagement, low engagement. Patricia A. Lapoint, Ann Liprie-Spence (2017) engagement differ drastically with age difference, there are different ages like baby boomers, Gen X, GenY and GenZ. These category gives various results, complexities and experiences.

## **6. Psychological well-being**

### **H3: Psychological wellbeing of employee contributes positive workforce**

Ivan T. Robertson, Cary L. Cooper (2010). Full engagement: the integration of employee engagement and psychological well-being, study explains well-being the exceptional factor directly impacts the level of engagement vice versa. Work psychology studies the day to day and collective human behaviour resulting work behaviour in organization which change and improve attitude towards work. As stress level are at high note in IT and ITES sector the psychological behaviour of employee bombards low and high performances. Work psychology helps to solve the issues developed due to stress and other various productive issues. Well there is also strong bond creates between organization and students. Aylin Dulagil (2013). The relationship of employee engagement and wellbeing to organisational and student outcome. Utrecht work engagement scale the most popular scale used to measure engagement. Most of us get confused between work engagement and employee engagement. Work engagement is related to state of mind in relation to work engross and involvement. Recent study states vigour, dedication and absorption constitutes the core dimension of employee engagement. Self-determination consist of three components competence, connection and autonomy. Nicole Renee Baptiste (2008). Tightening the link between employee wellbeing at work and performance: A new dimension for HRM. Employee well-being sometimes are neglected. P. Sivapragasam, R.P. Raya (2017) HRM and employee engagement link: Mediating role of employee well-being. The study states there exist relationship between HRM practices and organisation outcomes and also relationship between financial success and organisation commitment. Findings of the study delivers positive existence between HRM and employee level outcome such as productivity, well-being.

## **7. Findings and Suggestion**

Ironically organization's still find rubbing shoulders in most of HR process from recruitment to retainment also in measuring grade the value of engagement even after new advancement of technology introduced. Human capital management has to be upgraded in tracing out talented employees. When there is a large pool of employee's organization need strategic planning. Even today the research study finds toiled to know the insight of engagement. Gender gap is one of the major concerns for HR in keeping their employees engaged. In most of the top companies, we can find very experienced employees who worked for twenty years these people are called as strategic players of that particular company. These types of players are very less in

numbers when engagement fails. The study finds engagement creates players. Digital intervention due should be implemented to ease all the work systematic and frame conclusion for the problems. Employee well-being another salient feature to be focused apart form IT and ITES sector too. During pandemic or economic recession many organizations fails to notice employee well-being. This short fall creates gap resulting disengagement, fatigue. Many research study to be conducted further intervention of employee engagement. Even though many researchers think engagement is an old concept and focus on new concepts and trends of HRM. The study still finds employee engagement is very most important study for every organization success.

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