



REDEFINING EMPLOYEE ENGAGEMENT: A NEW PERSPECTIVE ON THE EMPLOYEE– ORGANIZATION RELATIONSHIP

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Abstract

This research rethinks employee engagement by emphasising a more relational and human-centered approach rather than conventional, transactional ones. In order to create a meaningful relationship between employees and the organisation, it highlights the need of emotional connection, mutual trust, purpose, and shared values. In light of changing workplace dynamics, digital transformation, and a diverse workforce, companies need to implement flexible engagement strategies that put an emphasis on inclusiveness, well-being, and ongoing growth. This essay examines leadership responsibilities, creative approaches, and the need of individualised interaction to promote long-term success. In the current competitive corporate climate, the results provide important insights for developing resilient, driven, and future-ready workforces.

Keywords: Employee Engagement, Organizational Culture, Employee–Organization Relationship, Workplace Well-being, Work-Life Balance, etc.

1. INTRODUCTION

The idea of employee engagement has changed from a conventional emphasis on output and job satisfaction to a more comprehensive, holistic view of the employee–organization relationship in today's dynamic and complicated work environment. Companies are starting to realise that building a deep connection between workers and their workplace is more important for actual engagement than just compliance or performance indicators. Numerous elements, like as autonomy, well-being, purpose, recognition, and development possibilities, all have an impact on this relationship.

The traditional approaches of employee engagement are failing as the workforce becomes more diverse, digital, and values-driven. Nowadays, workers want more than just a pay cheque; they want flexible work schedules, inclusion, meaningful employment, and alignment with company values. In this situation, it is crucial to redefine employee engagement in order to develop a resilient, creative, and future-ready organisation in addition to recruiting and keeping talent.

The purpose of this research is to investigate a novel viewpoint on employee engagement that places an emphasis on collaborative organisational culture, emotional and psychological ties, and the production of mutual value. This study aims to provide a thorough framework for comprehending and putting into practice employee engagement tactics that are in line with the reality of the contemporary workplace by looking at the changing nature of work, developing engagement techniques, and the crucial role of leadership.



Figure 1. Employee engagement

1.1 Rationale of the Study

Traditional definitions of employee engagement are no longer enough to represent the intricate and multidimensional interaction between workers and organisations in the quickly changing workplace of today. It is imperative to re-examine and reframe what engagement really means in light of the rising popularity of flexible work schedules, heightened dependence on technology, and a greater focus on the purpose and well-being of employees.

Organisational performance, job happiness, and productivity have all traditionally been linked to employee engagement. Nevertheless, a large portion of the literature now in publication views engagement as a static result rather than as a dynamic, mutually reinforcing process that is based on the larger employee–organization connection. The psychological, social, and emotional elements that affect how workers relate to their jobs and their company are not well taken into account by this constrained perspective.

The premise of this research is that engagement has to be seen within a broader framework of empowerment, value alignment, and reciprocal expectations. The goal of this study is to provide a more thorough and practical knowledge of how engagement is created, sustained, and impacted over time by examining it through the prisms of social exchange theory and the psychological contract.

Furthermore, it is crucial for organisations to comprehend how the connection between employees and the organisation is changing as they want to retain top talent and create inclusive, meaningful work environments. The study's conclusions are meant to guide organisational policies, HR tactics, and leadership practices that increase engagement by fostering mutual development, trust, and a sense of purpose.

2. LITERATURE REVIEW

Author(s)	Year	Objective	Methodology	Key Findings
Liat Eldor et al.	2016	Strengthen the theoretical foundation of employee engagement and distinguish it from similar concepts.	Interactive sample of 593 employees from Israel; comparative and incremental value analysis.	Engagement is distinct from psychological empowerment and psychological contract; contributes uniquely to work centrality.
Monika Rai et al.	2022	Discuss the relevance and complexities of employee engagement in modern workplaces.	Literature review; theoretical discussion.	Engagement is a multifaceted construct; categorization of employees based on participation is key to understanding dynamics.
Hongmei Shen et al.	2019	Propose a strategy-engagement-behavior model in internal communication.	Survey of 568 employees; structural equation modeling.	Engagement mediates between strategies and employee behaviors; validated three-step model.

Laura L. Lemon et al.	2018	Explore how public relations can facilitate internal communication and employee engagement.	Phenomenological study with 32 participants.	Found alignment with Kahn's engagement model; introduced the concept of zones of meaning and a new disengagement definition.
Minjeong Kang et al.	2016	Examine the impact of symmetrical internal communication on EOR and engagement.	Survey of 438 sales representatives; structural equation modeling.	Quality of EOR mediates the relationship between communication and engagement.
Paolo Neirotti et al.	2018	Explore employee involvement under lean production and work intensification.	Case study of 24 Italian plants under World Class Manufacturing.	Work intensification can limit involvement but also enhances efficacy; supportive environments mitigate negative effects.
Roberto Frega et al.	2013	Theorize workplace democracy through employee involvement.	Theoretical exploration linking political theory and management.	Defines employee involvement as a transformative practice; suggests it as a pillar of workplace democracy.
Helena Cooper-Thomas et al.	2012	Investigate how experienced newcomers adapt and socialize.	Semi-structured interviews with 86 experienced newcomers.	Identified 19 adjustment strategies (7 new); experienced newcomers use self-initiated strategies.
Puneet Kumar et al.	2021	Address employee engagement strategies during COVID-19.	Literature review.	Proposed 5 key engagement elements—value, voice, variety, virtue, vision—especially relevant during crises.
Arti Chandani et al.	2016	Clarify employee engagement and identify key influencing factors.	Review of 30 research papers.	Highlighted commonly cited engagement factors; consolidated findings to strengthen existing literature.
Solomon Markos et al.	2010	Explore engagement as a broad HR concept influencing performance.	Conceptual review.	Engagement is broader than job satisfaction, commitment, and OCB; strong predictor of organizational performance.
Madhura Bedarkar et al.	2014	Identify specific drivers of engagement and their impact.	Analytical review of literature focusing on communication, work-life balance, and leadership.	These three underexplored drivers significantly influence employee performance and well-being.

2.1 Research Gap

Even though the literature on employee engagement is expanding, there is still a large knowledge vacuum about the changing dynamics of the employee-organization relationship in contemporary work settings. The more complex, human-centered elements that are becoming more and more important in today's varied and quickly evolving workplaces are sometimes overlooked by traditional models, which frequently concentrate on transactional and organizational-centric approaches. The way that changing values, remote and hybrid work arrangements, technology breakthroughs, and generational expectations are changing involvement is seldom covered in current research. Furthermore, little research has been done on the ways in which psychological, emotional, and purpose-driven elements affect long-term dedication and

the development of reciprocal value between organisations and their workforce. This disparity necessitates a reinterpretation of employee engagement that transcends traditional metrics and adopts a more relational, holistic viewpoint—one that is in line with the demands of organisations and people today.

3. RESEARCH METHODOLOGY

Secondary data will be essential to this research in order to provide a contextual backdrop and a basic knowledge. Peer-reviewed scholarly journals, industry white papers, government labour reports, organisational case studies, HR analytics reports, and publications from international consulting firms are just a few of the reliable sources from which this data will be gathered. These resources will provide information on historical viewpoints, contemporary trends, and changing definitions of employee engagement, especially as they relate to contemporary workplace practices like values-driven leadership, remote work, and digital transformation. To detect gaps in current models, guide the creation of the study framework, and corroborate results from primary data, the secondary data will be methodically examined and combined. This method guarantees that the research is based on accepted information while emphasising the need of a reframed, more relational understanding of employee engagement.

4. THE CONCEPT OF EMPLOYEE ENGAGEMENT

Involvement, passion, excitement, and energy at work are all usually referred to as employee engagement. Although this may make it difficult to distinguish between various conceptions, it is often associated with emotional commitment, work satisfaction, and identity. According to a commonly held belief, engagement is defined as a person's level of interest, fulfilment, and excitement for their profession. According to science, the notion that engagement entails investing oneself physically, emotionally, and cognitively in one's job is where the term comes from.

The simultaneous use of physical energy, emotional participation, and cognitive attention are all aspects of engagement. It entails consistent effort on a physical level, affects one's feelings about their work on an emotional level, and requires awareness and focus on a cognitive level. Engagement is increased by certain employment attributes, such as availability, safety, and meaningfulness. Key elements include absorption, which is defined as profound participation, and attention, which is defined as concentrated concentration.

The antithesis of burnout, engagement is likewise defined by vigour, devotion, and immersion as opposed to fatigue, cynicism, and inefficiency. It is a constructive, work-related mood characterised by vigour, engagement, and excitement. In order to achieve complete engagement, trait, state, and behavioural components must be combined.

It has been shown that job resources like autonomy, feedback, and position clarity boost employee engagement. Employee engagement often results in improved performance, higher-quality service, increased customer happiness, and financial success.

In conclusion, when physical, emotional, and cognitive energy are used together, employee engagement is a dynamic, satisfying condition that benefits the person as well as the company.

4.1 Employee engagement and other employee–organization relationship concepts

A new notion must be thoroughly described and assessed for how it differs from related constructs before being introduced. This entails proving its conceptual originality as well as its applicability to the field of study. Given the growing focus on ideas pertaining to the connection between employees and their organisations, such as psychological empowerment and psychological contract, this research investigates if these notions overlap or provide unique insights into this relationship.

Long-lasting attitudes, sentiments, and behaviours towards a variety of aspects of the workplace, such as the job itself, the work environment, and interpersonal dynamics, are all part of the employee-organization connection. The psychological contract relates to the perceived reciprocal duties between the employee and the company, while psychological empowerment represents an employee's feeling of control over their workplace and confidence in their performance. Examining the differences and overlaps between the two is crucial since employee engagement and both share traits like motivation and mutual commitment.

A common belief is that employee engagement is a component of the larger employee-organization relationship. As a result, it could show patterns that are comparable to those of related concepts like psychological contract and psychological empowerment. However, despite growing interest in these fields, it's not always easy to distinguish between them. Therefore, it's critical to recognise that employee engagement may provide special insights that the other constructions miss.

The broad word "employee-organization relationship" encompasses subconcepts including psychological contracts, empowerment, and engagement. The inducements-contributions model and social exchange theory are two fundamental ideas that often support this paradigm. These ideas place a strong emphasis on reciprocity and mutual benefit in the workplace, whereby the organisation and the person both contribute to and eventually profit from the connection.

Building on these ideas, it is possible to provide a two-dimensional model of the connection between employees and organisations from the viewpoint of the employees themselves. The degree of duty felt towards the employer and the degree

of control the employee believes they have over the relationship are both included in this model. The first dimension deals with whether responsibilities are reciprocal or one-sided, and the second dimension takes into account how much initiative or personal activation the employee puts into forming this connection.

Employee engagement is placed in the quadrant that shows both high employee activation and a strong feeling of mutual commitment when it is mapped into this model. Energy, commitment, and a profound interest in one's job are characteristics of engagement, which demonstrate the active role that workers play as well as the mutually beneficial nature of the employer-employee relationship.

In conclusion, this method emphasises how important it is to recognise the links between related ideas while still making a clear distinction between them. Employee engagement is a unique, dynamic condition that signifies both active participation and reciprocal commitment within the employee-organization relationship, even though it is linked to psychological empowerment and the psychological contract.

4.2 Impact of Flexible Work and Technology on Engagement

Technology breakthroughs and flexible work schedules are significantly changing how people interact with their jobs in today's changing workplace. These two variables' junction has brought up both new possibilities and difficulties for businesses looking to increase employee engagement.

Flexible Work and Autonomy

Employees have more control over when and where they work because to flexible work arrangements including remote work, hybrid models, and changeable timetables. Increased job satisfaction, less stress, and a better work-life balance may result from this liberty. Workers are more likely to be engaged, motivated, and dedicated to company objectives if they feel trusted and empowered to handle their own schedules. Additionally, flexibility enables people to work at their most efficient times, improving engagement and performance all around.

Technology as an Enabler of Engagement

Employee involvement and flexible work arrangements are now greatly facilitated by technology. Regardless of geographical location, digital collaboration tools, project management systems, and virtual communication channels support productivity and connectedness. Employees may access real-time information, expedite activities, and get ongoing feedback with the help of artificial intelligence, cloud computing, and mobile technology—all of which greatly enhance a feeling of purpose and inclusivity.

Challenges and Considerations

Notwithstanding the advantages, technology and flexible work arrangements may often pose problems for employee engagement. Feelings of loneliness or alienation from company culture may result from the lack of face-to-face engagement. Furthermore, the "always-on" feature of digital communication platforms may cause burnout by obfuscating work-life boundaries. Organisations must establish clear regulations, encourage frequent virtual check-ins, and create a culture that prioritises employee well-being in order to reduce these risks.

Strategic Implications for Organizations

Businesses that successfully combine technology with flexibility should anticipate improved performance, innovation, and staff retention in addition to higher levels of engagement. In order to facilitate this shift, leadership must be crucial in building trust, offering assistance, and making sure that digital technologies are used to strengthen rather than to replace personal connection.

4.3 The Rising Importance of Employee Well-being and Purpose

The ideas of purpose and employee well-being have become important components of organisational success in the contemporary workplace. In addition to conventional pay and benefits, workers now look for workplaces that promote their mental, emotional, and physical well-being and give their job a greater sense of purpose.

Well-being as a Strategic Priority

A comprehensive strategy that incorporates work-life balance, emotional stability, job satisfaction, and health is known as employee well-being. Employee engagement is greater, productivity is better, and absenteeism is lower in organisations that place a high priority on well-being. Wellness programs, mental health assistance, flexible work schedules, and encouraging leadership are examples of well-being initiatives that show a company's dedication to its employees and encourage inspiration and loyalty.

The Power of Purpose at Work

Employee motivation and retention are now fuelled by purpose. People are more engaged and satisfied with their jobs when they can see how their efforts support a larger goal or social benefit. A feeling of direction and fulfilment are brought

about by purpose, which turns mundane chores into significant contributions. Top talent is more likely to be drawn to and stay with organisations with a clear, genuine purpose, particularly among younger generations that place a higher value on employment based on values.

The Synergy Between Well-being and Purpose

Purpose and well-being are closely related. A strong sense of purpose improves personal well-being, and employees who feel supported and cared for are more inclined to connect with the organization's mission. Better teamwork, morale, and organisational culture result from this synergy.

5. CONCLUSION

A more dynamic and comprehensive knowledge of workplace commitment and motivation may be gained by redefining employee engagement via the employee-organization connection. This new viewpoint places involvement in the larger context of psychological empowerment, perceived organisational support, and mutual expectations rather than seeing it as a static or isolated entity.

Understanding engagement as a reaction to organisational reciprocity as well as a reflection of individual activation allows businesses to better customise methods that not only motivate employees to perform well but also cultivate long-term loyalty and happiness. This strategy emphasises how crucial open communication, meaningful work, and trust are to building a relationship that benefits the company and the individual.

Organisations hoping to prosper in a business climate that is becoming more complicated and focused on people must embrace this integrated model of engagement as the workplace continues to change.

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