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Employee engagement: Factors affecting organizational excellence

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ABSTRACT

The study walks around the basic concept of employee engagement in order to find how it assists in getting the maximum out of the employees as the main goal of any organization is high productivity. It also focuses on how employee engagement can be used effectively emphasizing on its foundation, namely employee commitment, job satisfaction, and organizational citizenship behavior (OCB). The study further emphasizes mainly on employee engagement by investigating the four chief drivers, namely interpersonal relations/communication, work-life stability, leadership, goal setting theory. The study highlights how these drivers impact employee engagement significantly. Despite heightened interest shown by academicians and practitioners in the construct of employee engagement, there is a paucity of literature on these four drivers and their impact on employee engagement. Therefore, this paper attempts to show interdependence between the drivers of performance and the parameters of employee engagement. Originality/Value: The study will help in understanding how the performance of employees in any organization is a significant aspect and companies are striving to get an edge over each other by focusing on their employees' mental and physical well-being. Once the employees of an organization are enthusiastic and passionate about their work, they tend to relate their emotional faculty with that of organization's physical being and may go extra miles for the success of the organization. Employee engagement is, then seen as an interaction between two variables, i.e. employee and the employer and hence, comes out to be one of the most important drivers in impacting the performance within the organization.

Keywords: Employee engagement, Performance, Work life stability, Communication, Leadership, Goal Setting theory, Job satisfaction, Employee commitment, Organizational citizenship behavior

1. INTRODUCTION

Due to swift globalization, lately, Indian organizations have comprehended that their talent is the significant element to their growth. Enterprises are determined to boost the performance of the company. Therefore, management has been tackling with a lot of challenges so that their company is ahead of other players. As a result, the Human Resources (HR) function has seen an evolution from 'behind-the-divisions' support function to a deliberate partner of the business. Today every organization realizes the importance of engaging and motivating its employees to perform. But we hardly see employees who want to be engaged in work and where they feel that they are contributing to something larger than themselves. The biggest challenges confronting the management and the business leaders of many organizations today is to make sure that their employees are not only physically present in the but also mentally and emotionally present. Basically, they want to make sure that their employees are accurately engaged.

Concepts like employee commitment, job satisfaction, and OCB began to emerge in a late twentieth century. These parameters measure employees' engagement. Management is concerned with how to keep the employees very well engaged in their job. The management now understands how important employee engagement is and how much it impacts the efficiency and productivity of the workers. Initiatives of development adopted by the management can be productive only when the employees show involvement and engagement from their side. Employee engagement is a vast concept and this paper is limited to discussion of the interdependence between the drivers of performance and the parameters of employee engagement. It consists of three chief parts. In the first place, the paper walks around the progress of the theory of employee engagement and its definition. It also focuses on how employee engagement can be used effectively emphasizing on its foundation, namely employee commitment, job satisfaction, and OCB. And then, the paper talks about the drivers of performance namely interpersonal relations/communication, work-life stability, leadership, goal setting theory. Thirdly, an attempt is made to show how these drivers of performance impact employee engagement.

2. SYSTEMATIC REVIEW OF LITERATURE

A total of 11 papers were reviewed for this paper.

2.1 Employee Engagement

Till the time, there is not one unanimously established description for employee engagement. Each study on employee engagement discovers it under a separate framework. Hence, there is nonappearance of a general and common definition and measurement of employee engagement. Adding on to this, employee engagement has been linked with other good researcher and established constructs such as 'organizational commitment', 'Organisational Citizenship Behaviour', 'Job Satisfaction' etc. Thus, to comprehend the construct of employee engagement with greater precision, we have to depend on several studies on the subject (Bedarkar & Pandita, 2013). Engaged employees are emotionally committed & highly involved in their work to achieve success as defined by their company, and hence are ready to go beyond the purview of their employment (Markos & Sridevi, 2010)

One way to increase employee engagement among all the strategies adopted is to realize employee prudence and also to align interests of the employee more closely with that of management and in turn increase operational productivity (Muduli, Verma & Datta, 2016).

There is a link between employee engagement and a few factors like happiness, satisfaction, and productivity. But it is interesting to know that a happy and satisfied employee may still not be engaged.

All of it may vanish the moment the employee is offered a fatty hike by a competitor and the employee happily accepts the offer. Engagement can be defined as an attitude or behavior that point toward being busy with, involved in, attracted by, committed to, retained and held fast in the work or organization (Pandita & Singhal, 2017). Another way of defining it could be that it is the relationship between the employee and the organization and those who lead the organization, consisting of a credence and recognition of the vision stated by the company, a compliance to apply substantial attempt for the organization, and an aspiration to uphold association within the organization. The one who is engaged is ready to push his limits for achieving success. He projects a positive image of his employer to the people he meets. When he is engaged he is not only keen to contribute but also recognizes how to exert effectively as he evidently knows the goals adopted by the organization and the strategies too. The engaged employee sees his success in the organizational success. Therefore, it becomes easier to retain such an employee in the organization because he wants to. (Stoyanova & Iliev, 2017)

2.1.1 Job satisfaction

The satisfaction a person feels concerning the job he does is job satisfaction. This sense of satisfaction is subjective to his perception of satisfaction. It is affected by how capable or able a person is of completing his work, the kind of interpersonal communication he faces within his firm, and how employees are treated by its management. Job satisfaction can be segregated into affective and cognitive. Affective is concerned with the emotional sentiment associated with the job. Cognitive satisfaction is the level of satisfaction one has with respect to aspects such as work hours, pay or rewards and recognition. What comes as a challenge is computing job satisfaction precisely, as the definition of satisfaction is subjective and it would mean different things to people within an organization (Sangeetha & Kumar, 2016).

2.1.2 Organizational Citizenship Behaviour (OCB)

Recent researches indicate that OCB is an important part that predicts employee engagement. OCB is this promise that conceptualizes as affirmative connection and the readiness to put in the effort for the growth of the organization. It is always a feeling of being honored for being a part of that company and recognizing self with the company. OCB is a conduct seen in demonstrating itself through taking out of the box plans, looking for prospects to do well. This construct contributes towards the bigger construct employee engagement. It cannot autonomously performance as a replacement for engagement (Markos & Sridevi, 2010). Certain forms of OCB (conscientiousness and courtesy) are more likely to be considered as in-role behaviors, they emphasize that creation of an 'engaging' organizational atmosphere constitutes an important part of everyone's in-role performance and OCB is the primary medium to make it happen (Pati, 2012).

2.1.3. Organizational Commitment

Organizational commitment implies something an employee does which is distinct, additional or uncommon towards the tasks and job role assigned to him. This behavior involves demonstrating innovation, plan through hands-on searching of opportunities that add on to the organization and surpassing the usual performance standards. Therefore, there is absolutely no ordinary technique to increase engagement shown by the employees and motivation, innovation, and creativity, (Stoyanova & Iliev, 2017).

2.2 Drivers of Employee Engagement

2.2.1 Communication

Organizations and their public relations practisers now recognize how important it is to strengthen the communication with their employees. Communication within the organization is imperative to build a custom of lucidity among management and employees where employees feel comfortable in communicating. A range of communication system is being deployed by the managers, which includes one-on-one communication to correspond with their employees. The managers' preferred communication approach intends to construct commitment and commitment with employees. While doing so; managers discover themselves in an enlarged role of nurturing the engagement of the employees (Mishra, Mishra & Boynton).

2.2.2 Goal Setting Theory

Goal setting theory is a motivational theory which helps in positively impacting the employee performance. Motivation is the inherent value that leads the engaged employees towards a higher organizational efficacy. So, goal setting will lead towards employee engagement. High goals are motivating as these make a person do what an easy goal would never. One feels successful in the workplace if they feel they are growing and meeting job challenges in order to pursue meaningful goals (Shoaib & Kohli, 2017).

2.2.3 Leadership

A leader's job is to develop individual goals from the organizational goals. They set the culture of the organization so that it becomes easy to achieve different business objectives at different point of time. An effective leader can positively impact his or her followers to achieve the targets of the organization. The relationship between a leader and his followers requires showing appreciation from the leader for the individual contributions of the followers who would give their energy and commitment to finish shared targets. When it comes to visionary and organic leadership, employee engagement is all about having a positive relationship with the employees' perception. Leadership has not just been used in the power management of employees but it has likewise been recommended as one of the single greatest components adding to employee recognition in the working environment and workforce engagement. Specifically, it has been attested that leadership style is essential for empowering employee engagement (Gangai & Agrawal, 2017).

2.2.4 Work Life Stability

Work-life balance is all about creating and maintaining a caring and healthy work environment, which will allow the employees to have a balance between their work life and personal life responsibilities thus, in turn, strengthen their loyalty and productivity towards their work. It is a wide concept that includes prioritizing between work (including career goals, ambitions) on one side, and life (including health, vacation, family, pleasure and spiritual development) on the other. It is said that life starts delivering the significance, worth, and poise we want when we are happily working to achieve something in our day to day lives (Sangeetha & Kumar, 2016). It is important to understand that in any organization quality of output is equally important as the output itself. To know how happy an employee was at the time of performing that task should be given importance. If an employee at his workplace is worried about his ill spouse/child, aged parents, daycare, child's open house at school, then how can that employee can be said as to be an engaged employee. Similarly, it could be vice versa, i.e., thinking about work when he is at home. Situations like this can only lead to intrapersonal conflict because the employee would find it difficult to concentrate on the role at hand. This act of balancing by an employee when he ranks one role over the other at a given point in time under given situations is called work-life balance (Pandita & Singhal, 2017).

3. RESEARCH METHODOLOGY

Our vocation on employee engagement in order to fetch some precision in the same area. This paper relies on a systematic literature review of employee engagement that tries to blend in the contemporary thoughts and substantiation. Emphasis is specifically put on four drivers of employee engagement namely Work-Life Balance, Goal setting theory, Leadership and communication which have an impact on employee performance. We used internet searches to take out the literature for our study regarding the topic and various articles for the same and makes use of management and communication journal databases such as EBSCO, EMERALD, CCSE, IJBC and Elsevier

4. FINDINGS

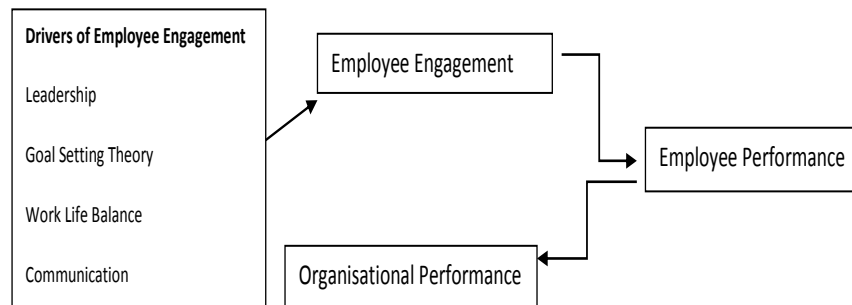


Exhibit 1: Model of employee engagement

Our model forms the bases for our findings. As we have chosen four drivers that influence engagement of an employee, we assume that these four drivers in turn also lead to employee performance which eventually results in advanced organizational performance. Exhibit 1 presents the model. The association between employee engagement and these four drivers are as follows based on our findings:

4.1. Employee Engagement and Leadership

The leadership approach has a very significant relationship with employee engagement. The approach of a leader significantly affects the factors of employee engagement. The transformational method is more crucial than transactional headship for getting more of engagement (Gangai, & Agrawal, 2017). A study was done by Gangai, & Agrawal, (2017) also has a suggestion for companies to gaze at leaders with the transformational approach in the work task and decision making for aiding organization transformation. A chief insinuation of the study is that a leader should be capable of identifying which approach works best in an exacting situation and the anticipations of the employees which would direct them to be engaged employee effortlessly and drive them for better performance.

Xu, & Thomas Cooper, (2010) pose that leadership is the chief forerunner of engagement. Research done on leadership confirms that certain leadership behaviors have involvement with engagement make-up like job satisfaction, motivation, proactive behaviors, organizational commitment, and organizational citizenship behavior. Further, studies were done by Judge and Piccolo (2004), Lee (2005), Erkutlu (2008) provide substantiation on connection amongst encouraging the behavior of the leader and disciple attitude associated with the engagement. Many studies endeavored to offer unswerving verification of connotation among leadership and employee engagement (Xu and Thomas Cooper, 2010).

4.2. Work-Life Balance as related to Employee Engagement

It has come into our sight that work-life balance is one essential factor in employee engagement. It is a reasonable echelon of

contribution towards the numerous parts of a person's life. The capability of the worker to hit upon a while for his/her work and leisure was a critical aspect of the accomplishment of his performance at the in the organization. Work-Life Balance generally refers to one out of these: managerial support for reliant care, elastic work options, and personal leave (Estes & Michael, 2005). The study by Pandita & Singhal (2017) states that an organization is usually concerned with a selected few employees. But to make most of them undergo internal motivation organizations necessitate to take care of their culture effectively. The study was based on a set of factors of employee engagement like Vigor, Absorption, and Dedication. Family plays a crucial role in persuading employee motivation; and hence, organizations should make certain that policies concerned with employee engagements do not shape the work-life balance of an employee in a negative way. The same could be achieved by working on employee policies pertinent to compulsory leaves, outing for families and small employee family get together (Pandita & Singhal, 2017). Further, it also helps to improve the competitiveness and become known for that business that people would like to work for (Sangeetha & Kumar, 2016).

4.3. Communication and Employee Engagement

In the study done by Mishra, Boynton & Mishra (2014), they conduct interviews across organizations and found that all of the executives stated that employee engagement is a crucial factor of internal communication and that is what they look for. When asked to classify their job, three of them mentioned "employee engagement" as their top priority. When efforts are put in order to build a trust with the existing employee, it not just benefits the employees but also the firm as this trust that works for a longer period of time even after the employee leaves the company. Employees experience more involvement, trust their supervisor and the firm, and therefore are more capable of building relationships with the clients on the firm's behalf. (Mishra, Boynton & Mishra, 2014). Internal communication is one carry out, which suggests the organizational values to the employees and in turn, gets their hold up in achieving organizational goals (Bindle & Parker, 2010). Thus, internal communication is important to enhance employee engagement.

4.4. Goal Setting Theory and Employee Engagement

Managers need to break the tasks into goal-oriented tasks to make the employees engaged. Because goal focused behavior make employees engaged (Shoaib & Kohli, 2017). The above result in the study was achieved by a method used called UWES to measure employee engagement and the same having three dimensions, namely vigor, dedication, and absorption. Bases for goal setting theory and employee engagement are motivational so both the constructs should be of attention for managers who want to motivate the employees. Locke et al. (2006) suggest that since goal setting theory is a theory, therefore, no limit can be made for the possible findings or for that matter, to the combinations that may come involving goal setting and the other speculations. Further investigation can also subsume studies of the diverse types of learning goals and how to merge the same with performance, the relationship between purpose and cognition of hierarchies of goals, and large-scale goal studies with the institution of various sizes. Future research can have the effect of goals or goal setting theory on employee engagement.

5. CONCLUSION

Organisations have to make sure that the existing employees get autonomy to formulate the work in an exciting way also shaping the environment in order to have an engaged work life which in turn is a benefit for the company as they will then perform effectively. Employees certainly are the chief possessions of any company or firm. If the firms somehow lack in providing with the liberty and leisure for a balanced intermingle of job and fun. There, then comes the sagacity of aloofness in the minds of the employees. Very clearly, the variables, employees and the organizations are interdependent in order to stay in line with the goals and personal goals of the organization and employees, respectively. Hence, employee engagement should be there in the organization and should not be a one-time exercise. It should rather be a regular thing where people learn and improve and put the same into their performance. Thus, organizations should look forward to what employees expect and hence, look forward to positively impacting the performance of the employee through engagement, which in turn impacts the organization's goals and success.

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