

## **Factors effecting employee engagement: A review paper on employee engagement**

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### **Abstract**

Employee engagement is a major concern for every business in today's globalised world. Employees that are engaged are more likely to lead to corporate productivity. It often aids in the maintenance of a greater degree of dedication. Employee engagement refers to how committed and involved employees are with their company and its ideals. Employee morale, which is accelerated by the employee's dedication to his employer, is critical to the organization's performance. The aim of this paper is to examine the importance of committed workers in the growth and advancement of an organisation as well as its performance.

### **Introduction**

We will look at the different factors that influence employee engagement in an organisation in this article. This are often referred to as relationship drivers. Employee participation has been a top concern for today's politicians, who are actively looking for new ways to hold their workforce active. Every day, management is put to the test in terms of the ability to retain employees involved and still enforcing the policies set out. Employee instability has wreaked havoc on various industries, when workers are seen to be constantly changing positions, resulting in high attrition rates. As a result, in these uncertain economic times, retaining and engaging employees has been a difficult challenge. Several HR experts are conducting research and experiments all over the world to come to conclusions on the variables that influence employee involvement.

Employee commitment is measured in a variety of ways. An committed employee is one that delivers efficiency, does not switch jobs constantly, and, most notably, is a constant

representative of the business. According to Hay Party, an involved employee's performance is as follows: "a consequence obtained by igniting an employee's passion for work and channelling it toward the organization's success." Only where a company offers an informal contract to workers who exhibit specific beneficial behaviours that are consistent with the organization's priorities will this outcome be achieved."

An individual who is not committed is one who seems to be contributing to the organization's shared purpose, but not with zeal and attention. Employees that are disengaged are people that are frustrated at work and function on their dissatisfaction. There are three distinct aspects of engagement, according to research. Intellectual engagement refers to a commitment to improving one's job performance, affective engagement refers to a good feeling after doing one's employment, and social engagement refers to engaging in conversations with others on how to enhance one's job performance.

### **Review of Literature**

Several causes have been discovered to affect an employee's degree of interest in an organisation during studies undertaken all around the world. In the following work, a couple of them are mentioned.

### **Background/Objectives:**

The purpose of this report is to define what employee engagement is and why it is necessary (especially in terms of employee performance& retention), as well as to recognise factors that are crucial to its successful implementation.

### **Methods/Statistical Analysis:**

The analysis procedure was used by the researchers in this report. Researchers have identified various variables that are frequently discussed in these research papers after reviewing about 30 academic and influential research papers/literature in the field of employee engagement. The aim of the review phase is to improve the current literature. Writers also taken the results by analysing all of the variables in each research report.

### **Some Major Factors Influencing Employee Engagement**

#### **Career Development**

Employees in actively committed organisations have many chances to learn new talents, improve expertise, gain experience, and realise their full potential. Career improvement practises aid in the retention of skilled workers while still providing resources for professional growth. Employees are most likely to participate in firms that prepare for their professional development. Career growth is a global driver in employee engagement. Employee growth

through teaching, expertise, and learning will often result in workers becoming more involved in their jobs and organisations.

### **Effective Management of talent**

Employee engagement-friendly community values the variety of strengths and abilities that workers bring with them and encourages them to aspire to and fulfil the company's potential goal. . A talent acquisition approach that includes career preparation, organisational support, and promotions will lead to high employee retention and lower turnover rates. One aspect seems to have a significant impact on employee retention.

among other things, effective management However, the findings suggest that there is no single fixed model that demonstrates the importance and significance of all variables' influence since different workers place different focus on variables that influence interaction. Variations in person and work characteristics, gender disparity, ethnic diversity, and other factors can all contribute to these differences. The variance between engagement and leadership considerations, such as mission orientation and partnership orientation, was also discovered to have a lot of overlap. .

### **Clarity of Company Values, Policies and Practises**

HR practises and procedures are crucial in determining the nature of the partnership between workers and employers. There is no clear connection between HR activities and strategies and employee engagement, according to the findings. In reality, it was discovered that the connection between HR activities and employee engagement is quite nebulous. HR practises have an effect on two main factors: line manager behaviour and person–job fit. There is a connection between these two factors and employee engagement.

To increase employee motivation, employees should know that their company's principles are transparent and unambiguous. Employee involvement was found to be influenced by a variety of factors, including value.

### **Company's Standards of Ethical Behaviours**

Employee participation is influenced by an organization's ethical values. Employees' attitudes about the company's services and products are influenced by their perceptions of the nature of certain services and items. Increased employee involvement is related to increased consumer engagement. Employee commitment levels are reflected in the company's logo as viewed by the workers. Employee participation is often influenced by organisational citizenship conduct.

### **Empowerment**

Employees believe they should be encouraged to voice their opinions about policies that could have an impact on their employment. Highly committed workplace leaders provide a

challenging yet trusting atmosphere through which workers are encouraged to challenge orthodox practises, develop, and help the company expand. Employees' willingness to express their opinions to top management has an effect on commitment. Power, along with incentives, praise, and appreciation, was found to predict employee engagement. It was also discovered that a higher degree of loyalty to a boss improves an employee's motivation, which contributes to increased learning and, therefore, creativity at work.

Employees feel inspired as they perceive their boss has an empowering style, which offers inspiration and a sense of belonging to the organisation, resulting in increased engagement.

### **Family Friendliness**

It refers to the impact of a person's family on his or her job. When an employee forms an emotional connection to the organisation as a consequence of the benefits given to his family by the organisation, this is referred to as engagement.

### **Talent Recognition**

Factors affecting worker satisfaction and employee engagement were investigated, and it was discovered that few non-monetary motivators are effective in creating long-term employee engagement in most industries. Organizational commitment is highly associated with antecedent incentives and appreciation. These findings suggest that senior managers should create roles that allow their workers to take pride in their work, granting them identification, autonomy, positive input, and role significance, as well as matching the qualifications and current skills of these qualified and developing employees.

### **Communication**

A global oil company has embarked on a leadership excellence initiative to develop a talent pool and manage skills that will result in highly motivated workers. In an analysis on how incentive incentives affect employee motivation, it was discovered that employees who have a better understanding of the pay policies, programmes, and processes in place are more engaged. Good contact between the boss and staff, as well as among coworkers, is the foundation of long-term commitment.

### **Nature of Job**

Employment commitment and job characteristics are strongly linked to involvement, according to a study undertaken to discover the Antecedents and Consequences of employee engagement in private sector organisations using selected data. Perceived organisational and supervisor encouragement, praise, and incentives both have a significant positive correlation with commitment interventions. Employee–customer identification predicts job satisfaction<sup>24</sup>. Orientation to customers serves as a required intervening effect in order to connect job commitment to employee consumer identification and organisational effectiveness. Jobs may

be rendered more rewarding by giving employees little victories in order to boost employee engagement<sup>25</sup>. There exists an inverted u-shaped interaction between work commitment and career demands. <sup>26</sup>

### **Organisation Politics**

According to the findings of a report titled "Perceptions of internal politics and hotel employee outcomes"<sup>27</sup>, the understanding of politics in the workplace has a detrimental effect on employee participation. Employees who served in a political setting expressed intense negative feelings, which could have hampered their personal growth, learning, and development. This may have a significant effect on work participation, which could lead to poor job performance, reduced organisational dedication, and increased turnover intentions.

### **Emotional Factors**

Emotional factors such as rationality play a role in the debate of employee motivation drivers since they are related to personal fulfilment and encouragement. Employee engagement is often influenced by family tension, work-related stress, and personal relationships. Positive feelings have an affective impact on job satisfaction. A research showed that utilising psychology approaches to encourage self-efficacy, positive emotions, and job involvement favourably promoted self-efficacy, positive emotions, and work engagement.

### **Productivity**

Employee engagement is found to have a positive relationship with corporate citizenship conduct, whereas engagement is found to have a negative relationship with counterproductive job behavior<sup>28</sup>. Employees who are engaged in their jobs have a strong connection to their assignments. They strive tirelessly to achieve the objectives that their positions and responsibilities demand. They often do additional work outside of their duties to free up money while they achieve their objectives and efficiently complete assignments. If an individual has bad feelings towards his job, though, he is more prone to partake in detrimental work behaviour.

### **Personality Factors**

Employees of strong extroversion and low neuroticism are more active. This was discovered by research into the connection between an employee's experience of organisational help and his affective organisational success and contribution to his work. The determination and confidence of the subordinate may be affected by factors such as the supervisor's encouragement and recommendations. The study summarises the characteristics of engaging jobs before going into individual personality attributes such as hardiness, high extraversion, internal locus of influence, low neuroticism, high self-esteem, and active coping style that are displayed by committed employees.

### **Findings:**

Various aspects of engagements have been addressed in this research article, both at the macro (organisational) and micro (individual) levels. Person and work characteristics, gender diversity, ethnic diversity, and other factors can cause these variations in factors. Different employee retention methods for new hires are suggested in this article, including strong orientation plans, comprehensive training and advancement programmes, qualification programmes, and offering them a practical career preview. The results of this study would be helpful to every organisation, regardless of industry, in developing a good employee engagement strategy that incorporates both of these considerations. Managers should redesign job and policies based on the considerations discussed in this article, which would result in a happier staff. This essay could benefit those looking to get a greater understanding of employee motivation in order to increase their company's efficiency.

### **Applications/Improvements:**

The findings of the study may be used in the future to incorporate multiple engagement factors, resulting in lower employee satisfaction and increased efficiency.

### **Discussions:**

Working conditions such as teamwork and support also contribute to an engaged workforce. It also leads to higher levels of engagement by ensuring a good job. Employee development through training, skills, and learning can result in employees becoming more engaged in their jobs and organisations. To put it another way, the more engaged an employee is, the more likely he or she is to speak positively about the company. Management must focus on providing the best jobs; administrative efforts should be used to instil a sense of responsibility in people, prompting them to reciprocate with high levels of commitment. Management could restructure jobs and encourage subordinates to take pride in their work.

Employees who operated in a political setting, according to the findings, showed intense negative feelings, which could have hampered their growth, learning, and progress. This may have a significant effect on work engagement, leading to unfavourable employment results, decreased corporate commitment, and increased turnover intentions. Employee commitment is also influenced by leadership.

### **Conclusion**

Employee engagement, according to the study, leads to a decrease in employee attrition intentions and an improvement in creative work-related conduct. Employee engagement is a long-term challenge that cannot be achieved by a single training initiative, regardless of its consistency. Organizations will boost employee motivation by strengthening employee decision-making and loyalty.

Organizations must instil in their workers a sense of commitment, optimistic feelings towards their jobs, and a sense of community. Employee views should be prioritised, and they should be granted chances to be heard. Senior leadership transparency would also help to loosen up the organization's ethos. Based on the findings of the study, it was recommended that companies implement effective training programmes to ensure managers provide a positive atmosphere in which their employees will be empowered.

From the data collected across sites, it was discovered that R&D-enabled sites promote creativity, whereas monoculture sites outperform multiculture sites. The researchers looked into an experiment that included upgrading the plants. The data revealed that each action resulted in improvements in soft and hard imagination.

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