

A Study on Employee Engagement: Indicators and Repercussions: Review of Literature with A Critical Analysis

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Abstract

Employees serve as brand ambassadors and crucial touch points for any company's customers, as they are the major stakeholder who may make the difference between a pleased and unhappy consumer. Employee engagement is important in every industry. As a result, it's crucial for companies to know how their employees feel about working for them. Employee engagement aids in the understanding of employee expectations and lays out a path for businesses to achieve those objectives. Motivated and engaged employees contribute more to the organization's production and help to maintain a higher level of commitment. Employees who have a positive outlook. Organizations should focus their efforts more on the factors that have the greatest impact on employee engagement. The study looked at how employee engagement has evolved over time and described the many types of employee engagement concepts. The goal of this paper is to understand the fundamental concept of employee engagement and to conduct a literature research to look at the many aspects of employee engagement. During this literature review, the influence of employee engagement on practitioners and researchers was discovered. Understanding the determinants will assist management and employees in creating a healthy work environment and increase employee engagement. In this literature, the causes and effects of employee engagement have been discovered, which have varied when assessed.

Keywords: Employee engagement, job satisfaction, retention, productivity, organization commitment

INTRODUCTION

Employee engagement plays a key role in retaining valued individuals inside an organisation. The efficient use of people results in the organization's smooth operation. Though there is no universally accepted definition of employee engagement, it is widely agreed that it fosters dedication and engagement by allowing employees to enjoy, value, and believe in their employee. Despite the fact that it is a vital factor in determining the performance of many organisations, there has been relatively

little research in this field. This article looks back through time to see how employee engagement has changed. The study was carried out to identify other traits that can be antecedents of employee engagement by carefully evaluating and categorising the available literature and critically appraising the fabric to seek out the most relevant parts that may result in employee engagement.

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Received Date: April 26, 2022
Accepted Date: August 20, 2022
Published Date: August 29, 2022

Citation: Sugandha Joshi. A Study on Employee Engagement: Indicators and Repercussions: Review of Literature with A Critical Analysis. NOLEGEIN Journal of Performance Management & Retention Strategies. 2022; 5(1): 31-40p.

OBJECTIVES OF THE LITERATURE REVIEW

- To identify the various factors & their strength to determine employee engagement in a comprehensive manner.

- Employee involvement as perceived by the organization's multigenerational work groups.
- To list the various factors that influence employee engagement and their repercussions.

"The harnessing of organisation members' selves to their work roles; through engagement, people employ and express themselves physically, cognitively, and emotionally during role performances," writes Kahn (1990:694) [1].

Kahn was influenced conceptually by the work of Goffman 1961, who claimed that people's attachment and detachment to their professional responsibilities varied [1]. Maslach and Leiter (1997) and Maslach et al. (2001) took a unique approach to the thought of engagement, seeing engagement as the polar opposite of the three burnout dimensions: tiredness, cynicism, and a way of inefficacy. Scores on the Maslach Burnout Index, a burnout measuring scale, may be accustomed to gauge engagement (MBI) [2]. Low tiredness and cynicism scores on the MBI indicate each of the three aspects of job engagement: energy, involvement, and efficacy; high efficacy scores indicate each of the three aspects of job engagement: energy, involvement, and efficacy.

The work of Maslach et al. (2001) and Kahn (1990) identifies the psychological factors or antecedents that are required for involvement, but they do not fully explain why people respond to these conditions in different ways [1, 2]. Employee engagement, according to Stairs et al. (2006), is "the level to which individuals flourish at work, are devoted to their employer, and are motivated to achieve their best, for the benefit of themselves and their organisation." It's also about fostering an environment in which employees are inspired to engage with their work and care deeply about performing a good job. It's a philosophy that puts flexibility, change, and continual improvement at the centre of what it means to work in the twenty-first century as both an employee and an employer. Rurkkhum and Bartlett (2012) conducted a study in Thailand to investigate the relationship between employee engagement and organizational citizenship behavior (OCB), discovering support for positive associations between every component of OCB and engagement [3]. Employee engagement is defined as a good attitude toward one's employment and a willingness to go above and beyond to ensure that the job is completed to the best of one's ability [4].

Employee engagement will change from one employee to the next in today's work environment, when we have a diverse pool of employees from various cohort groups. The tailor-made idea of employee engagement, which suggests that engagement drivers would differ from one person to the next, has not been developed in previous employee engagement research.

Companies nowadays use a variety of drivers to increase employee engagement. This study provides a conceptual understanding of the major drivers of employee engagement.

INDICATORS TO EMPLOYEE ENGAGEMENT

Many experts dug deep into the subject and discovered the most prominent markers that prompt managers to engage talented employees in a business.

From Table 1 and reviewing above mentioned authors, some common key driving elements that have had a stronger impact on employee engagement are discovered.

They are summarized as:

- Reward System
- Job enrichment
- Effective leadership
- Scope of advancement & self-development
- Employment security
- Self-managed team with authority to make decisions

Table 1. Drivers mentioned by some of the researchers.

S.N.	Antecedents of employee engagement	Author	Year of publication
1	- Kind of Work - Amount of Work - Physical Work Conditions - Supervision Financial Reward	Melanie Kacho Clifford	2010
2	- Job Characteristics - Perceived organizational support - Perceived supervisor support - Rewards and recognition - Procedural justice - Distributive justice	A.M. Saks	2006
3	- Job enrichment - Work Role fit - Co-workers relation - Supervisor relation - Co-worker norm - Self-consciousness - Resources Outside activities	May, Gilson & Harter	2004
4	- Job enrichment - Effective Recruitment policies - Effective employee selection - Training and development - Strategic compensation - Effective performance management	Robert J. Vance	2006
5	- Job Content - Compensation of financial benefits - Work/Life balance - Top-Management & employee relations - Scope of advancement and career growth - Team Orientation - Welfare facilities - Union Management relation	Rama J Joshi & J.S. Sodhi	2011
6	- Benefits and Pay Opportunities for self development - Options for promotion in position - Effective leadership Style - Shared sense of meaning at work	Penna research report	2007
7	- Senior management's interest in employees - Employee well-being. - Challenging work - Decision-making authority - Career advancement opportunities - Clear vision from senior management about future success.	Towers Perrin Talent Report Gary Dessler	2003 1999
8	- Selective Hiring - Extensive training - Sharing information - Employment security - Reduction of status difference - Self managed team and Decentralisation as basic element of organization design	Jeffrey Pfeffer and John F. Veiga	1999
9	- Power to make decision important to their performance - Proper information system - Knowledge or enhancing employees skills and ability - Reward system	Alison M. Konrad	2006
10	- Compensation and benefits - Performance management - Job content - Learning and development	Sharma, Gitanjali and, Sharma,	2010

11	• Inspiring leader • Manager who recognize employees & emphasize quality& improvement • Exciting work & opportunity to grow • Organizations demonstrating genuine responsibilities to their employee	J.W. Jonshon	2000
12	• Job Content • Interpersonal Relations • Career Opportunities • Objectivity • Benefits • Pay	Baldev R Sharma Sombhala Ningthoujam	2014
13	• Work Role Fit • Co worker relation • Supervisor relation • Resources • Facilitative norms • Self-consciousness	S. Rothmann & S. Jr. Rothmann	2010

OUTCOMES OF EMPLOYEE ENGAGEMENT

We can conclude that healthy employee involvement in an organization leads to increased employee happiness, productivity, and lower turnover. In the 1930s and 1940s, Elton Mayo's Hawthorne Experiment at Western Electric Company resulted in the theory that "happy people are productive workers Employee engagement always leads to increased productivity in the workplace (Table 2).

Table 2. Outcomes of employee engagement.

S.N.	Outcomes of employee engagement	Author	Year of publication
1.	• Customer satisfaction and loyalty • Productivity • Profitability	J.K. Harter, F.L. Schmidt, & C.L. Keyes M.E. Echols	2003&2005
2.	• Individual outcomes as self-efficacy, self control, health and well being, less turnover, less absenteeism, positive attitude. • Organizational outcomes as productivity, profitability, labour turnover, maximum utilization of resources, employer reputation, customer loyalty.	Neha Gupta Vandana Sharma	2015
3	• Increased productivity, • Brand equity, • Customer satisfaction and loyalty • Increased share holders value	William, Benjamin, Karen and Scott	2012
4	• Health • Turnover intention	W.B. Schaufeli, & A.B. Bakker,	2004
5	• Increased productivity • Lower absenteeism • Healthier and happier workforce	J Ferrer	2006
6	• Innovative Behaviour	T Slatten	2011

As a result, we can summarize the preceding concept in a proposal (Figure 1).

LIMITATION TO PROPOSED MODEL

There are some disadvantages to the proposed model. Occasionally, companies may provide all of these amenities and incentives to employees in order to get them to work for them. This may put the employee under pressure or stress to meet their goals. Employees are bound to be involved with the company in this situation, but they are not content with themselves. This may have a negative impact on the productivity of the company. Self-managed teams and decision-making may be detrimental to the company's success. Validation of the above-mentioned elements necessitates thorough investigation.

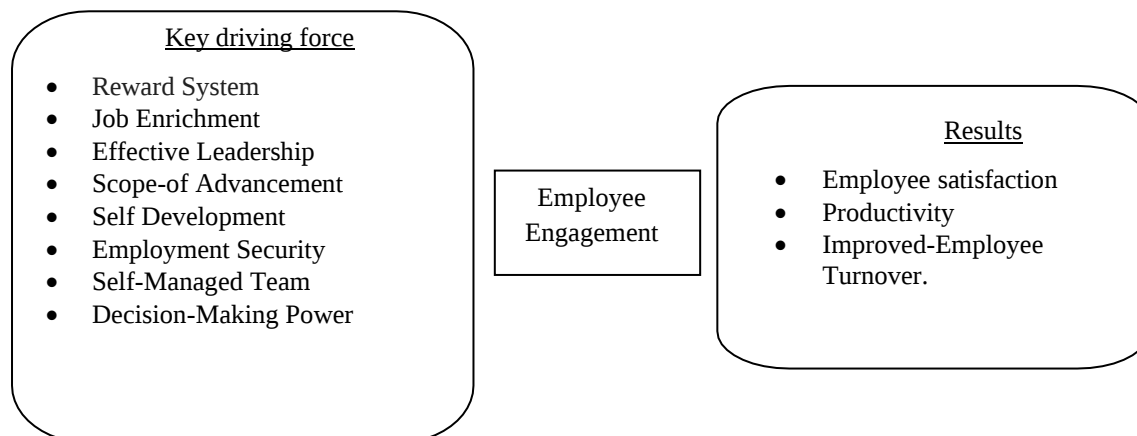


Figure 1. Self made.

KEY ELEMENTS OF EMPLOYEE ENGAGEMENT

The sections that follow detail the numerous structures that exist in employee engagement, as well as the approaches that were utilised to measure them.

Personal engagement is defined as using or expressing oneself physically, cognitively, and emotionally while performing work roles.

An employee is said to be engaged when they are physically interested, cognitively alert, and emotionally connected [1].

Schaufeli et al. (2002, 2006) and Schaufeli and Bakker (2004) initially developed the Utrecht Work Engagement Scale (UWES) [5, 6, 7]. The scale identifies three distinct constructs: vitality, absorption, and dedication, which are used to assess work engagement. Originally, the UWES had 24 items, with nine measuring vigour, eight measuring devotion, and seven measuring absorption.

Seven items appeared to be unsound after psychometric investigation in two distinct samples of employees and students, and were thus deleted. Six items measuring energy, five measuring devotion, and six measuring absorption were among the remaining 17 items.

When working, vigour is defined by strong levels of energy and mental fortitude. Dedication is defined as being deeply invested in one's work and feeling a sense of significance. Examples of dedication include passion, inspiration, pride, and challenge. Being completely focused and happily absorbed in one's work is defined as absorption. Employee engagement relates to a person's involvement, pleasure, and excitement for their job. The Gallup Work Audit is a tool that is still used by many companies to assess employee engagement levels.

ACADEMIA VIEWS ON EMPLOYEE ENGAGEMENT

Academics emphasize the two-way mutually beneficial interaction between employer and employee, but little is said about what organizations do in practice to allow employees to experience the state of engagement and the outcomes.

Employee engagement is determined by employee communication, employee growth, peer relationships, the firm's image, reward and recognition, and leadership, according to (Ologbo C. Andrew and Saudah Sofian, 2011) [8].

Employees that are engaged are "psychologically devoted to their work," "go above and beyond their fundamental job expectations," and "desire to play a major role in achieving their organisations' mission," according to Gallup, whereas Employees that are disengaged are "uninvolved and

unenthusiastic about their jobs" and "enjoy to complain about how horrible things are.", according to Gallup (Blizzard, 2004).

Robinson, Perryman and Hayday (2004), define engagement as an employee's good attitude toward the firm and its ideals. An engaged employee understands the business context and works with coworkers to improve job performance for the benefit of the organization [9].

Lucey, Bateman and Hines (2005) have deciphered that "Employee Engagement is how each individual connects with the company and the customers".

The end outcome is a high-performing organisation with flourishing employees and enhanced and sustained production. (Catteeuw et al., 2007) [10].

Mercer defines engagement as "a state of mind in which personnel have a vested interest in the company's success and are willing and motivated to go above and beyond the specified job requirements". Consultancy-based models tend to focus on employee productivity and organizational identification; they tend to view engagement at the departmental or corporate level, rather than evaluating how people immerse themselves in their personal work.

So far, the literature research has not been able to provide us with a wholistic definition of engagement that would cover the symbiotic relationship between persons and organisations.

EMPLOYEE ENGAGEMENT AND GEN X AND GEN Y

This section delves into the age of shifting tectonics in the modern workplace, where dealing with generational diversity is a difficulty. Each generation expects the organisation to provide them with their own unique perspective.

A generation is a group of people of the same age who share the same social, economic, and historical experiences over the course of a single time period. (Ryder, 1965).

The greatest generational cohort, the Baby Boomers (born 1946 to 1964), account for over million employees and have had significant social and economic repercussions. They are gradually being replaced by the younger generation, the Millennials. In the workplace, boomers are more motivated by work goals, tasks, and results, and they have a greater desire to advance to positions of more responsibility and fame. (Families and Work Institute, 2006). Boomers believe that hard effort is usually appreciated, and they expect to be rewarded, and they are, on average, more devoted and committed to organisations than millenials. (Gursoy, Maier & Chi, 2008; Smola & Sutton, 2002) [11]. The baby boomers are the most active generation of workers today. According to studies, boomers assets include optimism and a readiness to work long hours.

Millennials (Generation Y or GenMe) are the youngest generation cohort, born between 1981 and 1999.

They place a high importance on leisure work, preferring jobs that allow more vacation time (Twenge et al., 2010). In the workplace, Millennials have higher expectations for promotions and wage raises. They are aware, however, that their desire for social engagement, immediate results in their work, and rapid development may be perceived as flaws by their elder colleagues. Millenials are often multi-skilled and want to work in groups with a flat organisational structure. The difficulty for today's IT and ITES companies is to manage engagement and retain Gen Y and Gen X employees [12].

Organizations have engagement solutions that often handle the organization's engagement as a whole, with no differentiation made for different generations of employees. As the millennial

generation enters the workforce at a rapid pace and the baby boomer generation retires, new engagement models must be devised to accommodate the distinctions between the two generations.

The various literature analysed has revealed that the meaning of engagement varies from person to person, taking into account differences in demography and personality. They claim that the older an employee is, the more involved they are, with employees born after 1980 having the lowest level of engagement [13]. They also argue that younger employees' lack of experience may be to blame for a lack of clarity about what they want from their company. However, according to Talent Smoothie's research, Generation Y prefers to work in occupations that they enjoy rather than 'living to work' (Talents smoothie, 2008,) When compared to all other age groups, Robinson et al. (2004, 2007) discovered that the youngest employees exhibited the highest levels of engagement [9].

According to the literature studied thus far, participation levels and drivers may differ from one generation to the next. Despite the fact that engagement is a critical aspect, little research has been done in this area.

EMPLOYEE-ENGAGEMENT-ANTECEDENTS AND CONSEQUENCES

Various academics have been trying to figure out what factors influence employee engagement and what repercussions it has. According to Saks, job engagement refers to the specific role task that an employee is hired to accomplish; organisational engagement refers to the additional roles that an employee performs as a member of the larger organisation. Employees will become more loyal and trustworthy over time if the company is fair in its use of standard operating procedures and resources, according to him. Employees are more inclined to contribute if the organisation rewards them with incentives and resources.

According to (Robinson, 2006), antecedents to employee engagement include an organisational atmosphere that encourages good emotions like involvement and pride, as well as the development of feelings and perspectives that are respected, which leads to discretionary effort and improved performance [9]. Engaged employees are more likely to feel a strong connection to their company, and they save money on turnover and recruitment.

Various studies have defined employee engagement by taking into account a variety of aspects that influence it, as well as the various protocols that various organisations follow.

Several studies have been conducted to investigate the origins and implications of employee engagement. Saks (2006) identified two categories of engagement: work engagement and organisational engagement, stating that the links between the two types of engagement, as well as their antecedents and outcomes, differed.

The psychological factors that contribute to job and organisational involvement, as well as their repercussions, are not the same, according to Saks. Saks conducted the survey among Canadian employees, and the findings show that there is a significant difference between job and organisation engagement, and that perceived organisational support predicts both job and organisation engagement; job characteristics predict job engagement; and procedural justice predicts organisation engagement. Furthermore, job and organisational involvement mediated the associations between the antecedents and work satisfaction, organisational commitment, leave intentions, and organisational citizenship behaviour.

Engagement has been connected to sentiments and perceptions of being appreciated and involved, which in turn leads to the kind of discretionary effort that leads to improved performance (Konrad 2006). As a result of this evidence, management must share control and allow people to participate in key decisions.

Towers Watson conducted research into the relationship between employee engagement and organisational performance across a sample of 16 insurance and banking firms. They discovered a clear link between higher employee engagement and large financial gains.

The many repercussions of employee involvement are discussed in this section. When we consider job satisfaction as a result of feelings about what has already been achieved and what is likely to be achieved, it becomes a more reactive concept.

Job satisfaction is a well-established concept that has long been recognized as important in predicting turnover behavior and, more recently, understanding turnover intentions. Employees that are more satisfied have lower absenteeism and fewer plans to leave. Employee intentions to quit a company are predicted by job attitudes paired with job options, which is a direct antecedent to turnover. There is a frequent misperception that high workplace engagement and motivation to work is a personality feature, and that driven people work with zeal. However, research regularly demonstrates that even the most dedicated individuals will get demotivated quickly if their work is no longer interesting or if they are unable to excel at it. Consequently, whether it's a media frontier or a product launch, those in control must be cautious about removing hurdles that obstruct their most engaged personnel, the same people they may believe require the least motivational support. Factors they can't control, such as role ambiguity, insufficient resources, and overwork itself, can stifle their best work and force them to look for performance elsewhere. Those who stick behind are likely to be the ones who don't know or care. (HBR 2013, Thomas W.Biit).

Individual attitudes toward many components of the workplace, such as relationships with coworkers and supervisors, the task itself, and the organisational architecture and processes, all contribute to job satisfaction.

Employee happiness is the bedrock of employee engagement's growth and success.

Employee retention, productivity, customer happiness, innovation, and quality are all higher in organisations with genuinely engaged personnel. They also take less time to train, are less prone to illness, and have fewer accidents.

Productivity and Employee Engagement

Companies must be efficient and grow while keeping a close eye on the bottom line and lowering costs. Technology and the rise of social media are both variables that can be used to boost productivity, but only if done without jeopardising human relationships with customers, employees, and other stakeholders. People, on the other hand, are a common factor that helps organisations to go forward in this complex environment. Employee involvement has the potential to unleash a company's performance. Several studies conducted over the last five or six years have indicated that without involvement, businesses will struggle to maintain a competitive advantage over time. (Pickard, 2009).

Employees desire to contribute their talents and knowledge to the company's growth. Employee involvement, on the other hand, is rarely used as a tool to improve corporate performance. Companies with higher levels of engagement were more likely to reveal profit increases when asked. The average difference in favorability between companies that made more money and those that lost money was 3.4 percent. Surprisingly, businesses with stable profitability had the same level of involvement as those with declining revenues.

Retention and Employee Engagement

Employee engagement is defined as the willingness of employees to go above and beyond the bare requirements of their job to contribute additional energy or to promote their company to others as a wonderful place to work or invest. A worker's turnover signifies that she or he has left a particular employment connection. Retention, on the other hand, denotes the existence of a continuing job.

Sigler (1999) said Retention refers to an employee's willingness to remain with a business, which is influenced by incentive pay or salary, as well as job satisfaction. Sigler also mentions the difficulty of employee retention in many firms, stating that many companies confront a "dilemma" when it comes to employee retention. If corporations keep brilliant people, the talent employee will have a higher value than the rest, but if they don't, the company will be forced to keep them since the firm needs that employee in their office to maintain stability. Furthermore, according to Sigler (1999), companies must be aware of detailed information before retaining a skilled employee because incorrect information about an employee might lead to major problems in the future. Sigler classified employees into two types to assist employers in deciding whether or not to keep them. First, the talented employee who should be retained must make a significant contribution to the company and provide a positive risk adjusted profit. Second, the brilliant employee must be classified as someone who has had a greater impact on the employee than anyone hired to replace him or her.

SCOPE OF THE STUDY

Employee engagement, according to many research, is linked to management principles including employee commitment, organisational citizenship behaviour, and work happiness. Some studies, on the other hand, believe that employee engagement indicates a cooperative and symbiotic relationship between employees and employers. Engagement research is still in its infancy, with researchers seeking to come up with a more precise and acceptable definition. Other variables, such as Human Resource Interventions, Human Resource Process, and Workforce Diversity, have yet to be investigated in the research reviewed thus far. So far, research has focused mostly on the impact of employee engagement on corporate performance and job satisfaction, ignoring the possibility of changes in the repercussions when a diverse workforce enters the workplace. The cost of making engagement decisions is not taken into consideration.

More research can be done to determine how organizations can improve top-down and bottom-up communication, ensure that employees have all of the resources they need to do their jobs, provide appropriate training, develop reward mechanisms, create a corporate culture that encourages hard work and success, and develop a strong performance management system that makes performance management easier.

CONCLUSIONS

Working in a joyful workplace and being genuine to oneself are essential components in promoting employee engagement and retention, especially since organisations are in flux owing to the current economy. Employers who are proactive, continue to invest in people, and develop their human capital's potential are more likely to stay competitive.

Employee engagement is a two-way street that runs up, down, and across the organisation, so leaders, managers, HR, and employees all have vital roles to play. Mutual incentives for both organizations and employees are the most stable and honest foundation for a more adaptable work relationship to the needs of today's volatile global economy.

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