



NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT

Research Compendium **PERSONNEL TODAY**

ISSN(PRINT) : 0970-8405

SPECIAL ISSUE ON **EMPLOYEE ENGAGEMENT**



Editor

Dr. Santosh Vishnu Bhave

(Fellow Member - NIPM)

Director - HR & IR,

Bharat Forge Limited, Pune (India),

Pincode - 411036

| Editorial Board Members | |
|--------------------------|---|
| Mr. Vishwesh Kulkarni | National President - NIPM |
| Dr. Santosh Vishnu Bhave | (Fellow Member -NIPM), Director -HR & IR, Bharat Forge Limited, Pune |
| Dr. Shivaji D.Mundhe | Director, IIMS Chinchwad, Pune |
| Dr. Vandana Mohanty | Assistant Professor, IIMS Chinchwad, Pune |
| Dr. Sachin Misal | Assistant Professor, IIMS Chinchwad, Pune |
| Mr. Pavan Sharma | Chief Librarian, IIMS Chinchwad, Pune |
| Ms. Lorraine Coelho | Sr. Manager HR, Bharat Forge Ltd, Pune |
| Mr. Parth Jadhav | Talent Advisor, Kalyani Strategic Management Services, Pune |

| Board of Reviewers | |
|-----------------------------|--|
| Name | Profession |
| Dr. Santosh V. Bhave | Director- HR & IR, Bharat Forge Ltd. (Fellow Member NIPM). Pune, India. |
| Dr. Smita Singh (Dabholkar) | Associate Professor HR & OB, IMT Nagpur (Life Member NIPM - Nagpur Chapter). |
| Dr. S.R.Chandak | Management Consultant (Life Member NIPM - Pune Chapter). |
| Dr. Rajesh Jawlekar | Director, Innovation Incubation & Linkages, Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon-425001. India. |
| Dr. Abhijeet Shah | V.P.- IR & Admin, Bharat Forge Ltd. (Life Member - NIPM - Pune Chapter). |
| Dr. Subir Bikas Mitra | Executive Director (Law & HR), GAIL (India) Limited (Life Member - NIPM - Delhi Chapter). |
| Dr. P.R.K. Raju | Director, GIET (Autonomous), Rajahmundry, AP & NC Member, NIPM. |
| Dr. Shivaji Mundhe | Professor and Director , International Institute of Management Science, Pune. |
| Dr. Leena Guruprasad | Asst. Professor Dept. of Management Studies and Research Center, B.M.S. College of Engineering, Bengaluru & Life Member NIPM, Karnataka Chapter. |
| Dr. Vihar Rakhunde | COO, CTM Technical Textile Ltd., The First A 504, Near ITC Narmada Vastrapur, Ahmedabad, India |
| Dr. C.M. Chitale | Chair Professor, Kirloskar Chair SPPU, Fellow member NIPM |
| Dr. Mrunal Bhardwaj | Professor & Head, P.G., Dept. of Psychology and Research Center, L.V.H. College, Nashik. |
| Dr. Milind Kulkarni | Director, Executive Coach, Nasik (Life Member - NIPM - Nasik Chapter) |
| Mr. Sharad Gangal | Ex. Executive Vice President- Thermax Ltd. (Life Member - NIPM - Mumbai Chapter). |
| Dr. Pradeep Sahu | Ex. Hon.Gen. Secretary, NIPM - General Manager (Personnel), SAIL, Rourkela Steels, Rourkela, Orissa, (Life Member - NIPM - Orissa Chapter). |
| Dr. Sushil Kandalgaonkar | Former Director, IMDR, Pune. |
| Dr. Nitin Joshi | Associate Professor, Indira Institute of Management, Pune. |
| Dr. Bhabhatosh Sahu | Ex. CEO, Inovasinth Technologies Ltd., Hiranandani Group, Mulgaon, Khopoli, Dist- Raigad. |
| Dr. Girish Bakshi | Coach / Mentor-HR (Life Member NIPM - Pune Chapter)Smruti 2 Vaividhya Nagar, Karvenagar, Opp AJ Classic , Pune. |
| Dr. Vishwanath Lele | C6 , Dhavalgiri Park, Near Natraj Hall, Karvenagar, Pune -52. |
| Mr. Kuldip Joshi | Management Consultant - Pune (Life Member NIPM - Pune Chapter)No. 157, Plot No. 29, Manas Bungalow, DP Road, Pune . |
| Dr. Swathi. S | Asst. Professor, Yuvaraja College, University of Mysore, Residence 313/S Cheluvarayya Swamy Nilaya, 25th Cross, Sankranti Circle, Hebbal 2 Stage, Mysore 570017 |
| Dr. Aruna Deshpande | Professor, University of Mumbai, Alkesh Dinesh Mody Institute for Financial Management & Studies & Development Cell, University of Mumbai. |

EMPLOYEE ENGAGEMENT

EDITOR

Dr. Santosh Vishnu Bhawe

(Fellow Member- NIPM)

Director – HR & IR,

Bharat Forge Limited, Pune (India),

Pincode - 411036



NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT

Southend Conclave, Tower Block (3rd Floor)

1582, Rajdanga Main Road, Kolkata – 700 107

Ph : 033-2441 7255

Web : www.nipm.in

Copyright
Employee Engagement

All rights are reserved by :



National Institute of Personnel Management
Southend Conclave, Tower Block (3rd Floor)
1582, Rajdanga Main Road, Kolkata – 700 107
Ph : 033-2441 7255 | Web : www.nipm.in

Editor
Dr. Santosh Vishnu Bhawe
(Fellow Member- NIPM)
Director –HR & IR,
Bharat Forge Limited, Pune (India), Pincode -411036

No part of this publication may be reproduced, transmitted, or stored in a retrieval system, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission of the publisher

May 2023

ISSN (Print) : 0970 - 8405

The moral right of the author has been asserted.

Published by:
National Institute of Personnel Management
Southend Conclave, Tower Block (3rd Floor)
1582, Rajdanga Main Road, Kolkata – 700 107
Ph : 033-2441 7255 | Web : www.nipm.in

Disclaimer: The opinions expressed in this research compendium are those of the authors of respective research article. They do not purport to reflect the opinions or views of National Institute of Personnel Management (NIPM) its members/committees / editor(s) of this compendium and hence NIPM disclaims any or all related liabilities. If you have any comments/views, please communicate directly with the author(s) at mail addresses provided with respective research article.

FOREWORD



VINOD AGGARWAL

Managing Director and Chief Executive Officer,
VE Commercial Vehicles Ltd., Devas-455001. MP, India.
(A Volvo Group and Eicher Motors Joint Venture) President,
The Society of Indian Automobile Manufacturers (SIAM)
President of Automotive Skills Development Council (ASDC)
Non-Executive Member of the Board
of Directors of Eicher Motors Limited

The Power and Potential of Employee Engagement : The impact of geo-political environment and reminiscence of the COVID-19 pandemic is still evident on the world's economy. These disruptive forces have been instrumental in generating multiple opportunities and possibilities for business around the world.

Businesses are re-thinking on strategies to attract and retain talent. Besides talent acquisition and retention, the bigger challenge for business is now, to have a workforce which is rather more engaged with the organisation and is instrumental in driving business results.

The term employee engagement means different things to different organizations. Some equate it only with job satisfaction and morale, which unfortunately can reflect a transactional relationship that is only as good as the organization's last round of perks or bonuses. Others measure engagement by gauging employees' emotional commitment to their organization. Although commitment, job satisfaction and morale are important ingredients, they are only a piece of the real engagement equation. Organizations are keen to maximize the contribution of everyone towards achieving corporate goals - imperatives and metrics, while individual employees need to find purpose and satisfaction in their work.

Aligning employees' satisfaction - determined by their personal values, goals, and aspirations, with their efforts to achieve the organization's goals and support the organization's values defines true employee engagement.

The employee engagement strategy at VE Commercial Vehicles is centred around the Organisation's Values which enable us to steer the company's aspirations, mission, and vision.

We started our journey in the year 2008 when Volvo Group and Eicher Motors joined hands to a common vision of driving modernization in the commercial transport business in India. The synergistic relation is based on leveraging the Volvo group's strong technical know-how and Eicher group's market intelligence with superior product competence. With manufacturing facilities spread across India and strong dealership network VECV is a strong and a dominant player in commercial vehicle segment.

Employee engagement strategy is set out as a direct measure of business results where engagement is defined as a dimension on which engaged employees drives business excellence and is the pillar of inclusive culture where our employees are industrious, ethical and accountable' for their actions.

Employee engagement is the "buzz word" and the organisations are investing heavily in the talent

engagement strategy to ensure more engaged workforce. A highly engaged workforce nurtures overall cultural health of the organisation which lays a foundation to lead employee retention, efficiency, with enhanced customer satisfaction and enriched brand value within stakeholders. Volvo Group defines "Employee engagement as the extent to which employees are committed and enabled to go the extra mile for the **long-term success of the organization and themselves**".

Initiatives like **Volvo Group Attitude Survey and VE Attitude Surveys** are conducted to measure and improve employee engagement and commitment towards organisation strategy, shared values and culture. These survey reports enable us design and re-design the overall employee engagement strategy which is directly proportional to engaged employees' commitment and efforts so as deliver performance at excellence.

With employee engagement strategy we consider the lifetime value of each potential employee in our talent database and plan for their career progression with time in horizon.

Career, Competence and Care, the 3 C's of employee engagement strategy is robustly implemented at VE Commercial Vehicles with following highlights:

- **CAREER**

1. A Young Talent Base: Hired young talent as part of recruiting strategy from Campus hiring initiative from top academic institutions across the country.
2. A Young Organization: The recruiting strategy enabled us to have strong collaboration and synergistic relationship developed between multi-generation workforce working within the organization to thrive in creative leadership patronage.
3. Well defined compensation strategy with employee retention programs for Critical Role and Hi-Po talents.

- **COMPETENCE**

1. Competence development is the core pillar of overall VECV talent engagement paradigm.
2. Structured learning philosophy across grades/roles with focused intervention on capability building in partnership with different renowned academic institute across country has led to a competitive advantage. Future competency development is the prime agenda to lead in the electric and other product development segment.
3. Enriching the talent base is the focal point of VECV people development philosophy which is evident from our skill development program.
4. Strong Career Progression journey charted across the grades within the organisation in alignment with new hire buddy mentoring program with job enrichment and enlargement opportunities like rotation of role, deputation, projects alignments are driving the competence development agenda.

- **CARE**

1. Employee well-being and care is reflected across our strategy, policies and initiatives. Recognition with Long Service Awards, Merit-based performance rewards.
2. Tuition Fee Assistance and Reimbursements on skill development.
3. Employee care initiatives like medical benefits, regular health check-up, engagement and support during COVID-19 pandemic, open houses with leadership and employee connect

sessions, birthday celebrations, mentoring and coaching support, Yoga and mindfulness sessions for employees.

4. The care concept is extended to our stakeholders where initiatives for underprivileged students like remedial education program, other programs for women in Life Skills and financial literacy conducted. Multiple efforts have been executed at our end to explore the opportunities and possibilities to enhance employee engagement within the organisation to lead business excellence.

As we now noticed, organisations across the globe are now identifying the immense potential of employee engagement strategy which has fostered a new kind of relationship with employees and hence Human Resource is pivotal in setting-up the foundation for employee engagement and commitment to establish a competitive advantage on generating desired business outcomes.

This book highlights the overall gamut on employee engagement and brings the practical insights on the engagement strategy.

Vinod Aggarwal

VE Commercial Vehicles Ltd

WORDS OF WISDOM

*Feedback is the
breakfast of champions.*

- Ken Blanchard

*Nothing is more effective than sincere,
accurate praise, and nothing is more
lame than a cookie-cutter compliment.*

- Bill Walsh

*A brave man acknowledges
the strength of others.*

- Veronica Roth

*Treat your employees like an
investment, not a cost.*

- Dan Sullivan

FOREWORD**MR. VISHWESH KULKARNI**

National President - NIPM
Chairman - Yashaswi group

Employee Engagement

NIPM has published 7 Research Compendiums till date on various related topics. The Research activity of NIPM which started during COVID period is now well recognized by all HR Professionals PAN India as well as got a lot of appreciation on International Level

Today am very happy to share with you the last and 8th Research Compendium on “Employee Engagement”.

Employee engagement can be critical to a company's success, given its clear links to job satisfaction and employee morale. Communication is a critical part of creating and maintaining employee engagement. Engaged employees are more likely to be productive and higher performing. They also often display a greater commitment to a company's values and goals.

KEY TAKEAWAYS

- Employee engagement describes the level of enthusiasm and dedication a worker feels toward their job.
- Employee engagement can be critical to a company's success, given its links to job satisfaction and employee morale.
- Engaged employees are more likely to be productive and higher performing.
- Employers can foster employee engagement through effective communication, offering rewards, and discussing career advancement.

Thanks to all the NC members for motivating all of us by extending support to Research Activity initiated by NIPM.

Heartiest Congratulations and special thanks to Dr. S.V Bhave, Director HR & IR, Bharat Forge Ltd. NC member and Editor Research Compendium for taking this herculean task for Research Activity and publishing 8th issue.

My special appreciation to Dr. Shivaji Mundhe, IIMS, Dr. Vandana Mohanty, IIMS, all other Faculty members of IIMS, Ms. Loraine & Mr. Parth from Bharat Forge and all the reviewers to make this compendium more knowledgeable.

Thank you,

Vishwesh Kulkarni

National President, NIPM India

EDITORIAL DESK**DR. SANTOSH VISHNU BHAVE**

Fellow Member NIPM & Director-HR and IR,
Bharat Forge Limited, Pune India,
SantoshBhave@bharatforge.com

After successful publication of seven issues of Research Compendium, National Institute of Personnel Management (NIPM) - Personnel Today, is releasing its eighth issue of Research Compendium on Theme – “**EMPLOYEE ENGAGEMENT**”.

Employee engagement is a concept that describes the level of enthusiasm and dedication of employee feels towards their jobs. Engaged employees care about their work, about their performance, about their efforts and also support their colleagues to continue their efforts in enhancing organizational performance. An engaged employee is in it for more than pay cheque and consider their wellbeing with the performance of the organization and thus instrumental to their institutional success.

Until not very long ago organizations looked at work life and personal life as independent domains. While organizations accepted responsibility for providing employees with a conducive and pleasant atmosphere at work, what happened to employees outside the work domain was not the concern of the employer. There has been change over time in this aspect and perception of organization and also of employees got changed. Progressive organizations today have moved beyond focusing only employment aspect but organizations have started concentrating in calculated way points such as work life balance, work life integration, employee friendly policies, organizational flexibility, challenges arising out of attrition, organization performance issue, employee loyalty, etc. Managerial perception related to employee engagement got transformed from individual to institutional basis, which has resulted into increased employee productivity, reducing attrition and increasing retention, ensuring employee health, etc. With all these steps organizations are aiming for “**World Class Brand**”.

Response to our appeal was encouraging. We received 50 articles on the subject. After review process, selected articles are included in this issue. The journey of last few years of publishing research articles gave me personal and professional satisfaction and pushed me to read number of write-ups on the subject related to Human Resources.

For this issue we have received a forwarding note from Mr. Vinod Aggarwal, Managing Director and Chief Executive Officer, VE Commercial Vehicles Ltd. (A Volvo Group and Eicher Motors Joint Venture), Gurgaon, India. We are privileged to have this note from him.

I wish to appreciate leadership of Mr. Vishwesh Kulkarni, National President of NIPM, who extended his support in sponsoring publication of this issue too. Mr. Kulkarni always guided and supported all of us to reach to this level.

Editorial board is also grateful to all members of National Council of NIPM for their unstinted support in ensuring continuation of publication of Research Compendium.

Dr. Shivaji Mundhe, Dr. Vandana Mohanty, Ms. Lorraine Coelho, Mr. Parth Jadhav, Mr. Yogesh Rangnekar, Mr. Pawan Sharma, Ms. Amala Karandikar, Dr. Sachin Misal and Mr. Gaurav Patil & Mr. Rajesh Kadam have continued their active support. I am grateful to all of them.

Thank you all for your support.

Happy Reading!!!

Dr. S. V. Bhave

Editor – Research Compendium

NIPM – Personnel Today.

WORDS OF WISDOM

*Dispirited, unmotivated,
unappreciated workers cannot compete in a
highly competitive world.*

- Francis Hesselbein

*Some companies don't have
an engagement problem,
they have a hiring problem.*

- Bob Kelleher

*The greatest asset of a company
is its people*

- Jorge Paulo Lemann

*When people are financially invested,
they want a return.
When people are emotionally invested,
they want to contribute.*

- Simon Sinek

CONTENT

| Sr. No. | Title | Page No. |
|---------|---|----------|
| 1. | Framework Of “Employee Engagement” Dr. Bhabatosh Sahu | 3 |
| 2 | Employee Engagement Mr. Kuldip Joshi | 6 |
| 3 | Employee Engagement During Performance Management Adv. Aditya Joshi | 10 |
| 4 | Employee Engagement Mr. Sharad Gangal | 14 |
| 5 | Build High Performing Organisation Through Employee Engagement Mr. Samir Kukade | 18 |
| 6 | Engaging and Building Resilient Workforce In a Disruptive Business World Mr. Girinarayan G | 25 |
| 7 | Employee Engagement Mr. Malthiyar Ramendra, Ms. Abida Durrany | 32 |
| 8 | Developing Employee Engagement Empowering Diverse Workforce Mr. Sushilkumar Warkar, Ms. Dipika Patil Lathkar | 39 |
| 9 | Role Of Trust As A Mediator Between Knowledge Sharing And Organisational Effectiveness: Insights Into Higher Educational Institutions Of Assam Dr. Samrat Bharadwaj, Dr. Pranjal Bezborah | 46 |
| 10 | HR Brand Evangelist – A New Change Agent for Improving Employee Engagement Prof. Dr. Arunava N. Mukherjee, Prof. Nilim Manna, Prof. Mousumi Mandal | 56 |

CONTENT

| Sr. No. | Title | Page No. |
|---------|---|----------|
| 11 | Case Studies Of Holistic Approach To Employee Engagement In Large Corporation In A Disruptive Era Mr. Vinod Bidwaik | 68 |
| 12 | A Study of Employee Engagement: Reform, Perform, Transform and Create Capable Workforce in the Era of New Economy Dr. Abhijeet Shah, Mr. Nirvikar Hingane | 74 |
| 13 | Work Study And Measurement Are Vital For Improving Productivity Col. (Dr) Sankar Rajeev (Retd.) | 79 |
| 14 | A Study Of Motivational Tools And Techniques In IOCL (AOD) In Relation To Employee Engagement. Dr. Pranjal Bezborah, Dr. Nidhi Garodia | 88 |
| 15 | Study On Employee Retention, Loyalty, Learning Opportunities, Organizational Performance & Change (RLLOO) Ms. Saloni Choudhary, Ms. Shivani Bhatnagar | 93 |
| 16 | Culture of Employee Engagement: Best Practices For Fostering A Positive And Productive Workplace Ms. Mrigashikha Mitra Banerjee, Dr. Subir Bikas Mitra | 101 |
| 17 | A Study On Employee Engagement Practices For Sustaining Industrial Development Dr. Shaly Joseph | 106 |
| 18 | A Study On Impact Of Employee Engagement In Manufacturing Companies Productivity Dr .S. Sundararajan | 111 |
| 19 | A Glance into Employee Engagement and Its Influence on Job Satisfaction Dr. Mahek Iram Qureshi | 119 |

CONTENT

| Sr. No. | Title | Page No. |
|---------|---|----------|
| 20 | Role Of Internal Communication In Employee Engagement – The Practical Perspective Dr. Satbir Yadav | 127 |
| 21 | A Case Study on Employee Engagement at Public Sector Airline(s) Prof. Dr. Venugopal Janaswamy | 138 |
| 22 | Employee Engagement Research: A Bibliometric Review of the last decade (2012-2022) Prof. Rachana Adtani, Dr. Saumya Misra | 147 |
| 23 | Employee Engagement Driven By AI & MI & Mediated By Progressive Work Practices - An IT Industry Perspective Ms. Pooja J, Dr. L R K Krishnan | 156 |
| 24 | Employee Engagement Mr. Ranajit Sarkar | 167 |
| 25 | Research On Steps Taken By The Company In Creating Employee Excitement For Engagement Activities Mr. S. Rajendren | 170 |
| 26 | Employee Engagement: An Experience Study Dr. Vidhya K, Dr. V. Mohana Sundari | 178 |
| 27 | Employee Engagement And Retention Strategies Mr. Jayakara G. Shetty | 183 |
| 28 | Learnings about Employee Engagement – A Case Study. Dr. Milind Kulkarni | 186 |
| 29 | Employee Engagement, Satisfaction and Work-life balance association with Organisational Culture Dr. Suruchi Pandey, Ms. Neha Punjabi | 194 |

CONTENT

| Sr. No. | Title | Page No. |
|---------|---|----------|
| 30 | Role of Employee wellness Programs in Employee Engagement at Work Place Dr. Vijayalakshmi Kanteti | 208 |
| 31 | Implementing Data Analytics In Employee Engagement: A Game Changer Dr. Gargi Pant Shukla, Ms. Pooja Pandey | 213 |
| 32 | Employee engagement & Its Impact on Employee Well-being Mr. Ashish Waghe , Mr. Narendra Patil | 218 |
| 33 | Employee Engagement: A Strategic Process to Reach the Top ROI in the New Normal Ms. Hemangi Dhokte, Dr. Ashish K Vyas | 225 |
| 34 | Past, Present and Future of Employee Engagement: Learning & Way Forward Mr. Dattatraya Ambulkar | 229 |
| 35 | Strategies for Quality of Work-life & its Implications on Employee Engagement – A Review of Research Dr. Subramanya Manjunath | 237 |
| 36 | Employee Engagement Strategies and its Impact on the employee Mental Health & Well Being- A Case of Indian IT Industry in a Post-Pandemic Scenario Dr. Pushpa Kataria | 247 |
| 37 | Human Capital Management (HCM) Systems for Employee Engagement: A Comparative Study of Various AI HR Tools in Indian Market Dr. Manisha Saxena | 251 |
| 38 | Employee Engagement A Boon For Overcoming Work Place Challenges Dr. N. R. Unnikrishna Kartha | 257 |

CONTENT

| Sr. No. | Title | Page No. |
|----------------|---|-----------------|
| 39 | Exploring the Relationship between Employee Engagement and Organizational Performance of IT Sectors in Eastern India Dr. Dipa Banerjee, Dr. Manojit Mitra | 261 |
| 40 | A study of employee engagement in an Organization Mr. Kishor Kenche | 267 |
| 41 | Effect of Reward and Recognition on Employee Motivation Dr. S. V. Bhave, Ms. Lorraine Coelho | 272 |
| 42 | Mapping Employee Engagement for Organisational Resilience: Proposing 'ERTSDR' Scale" Dr. Partha Naskar | 283 |
| 43 | Study on Factors Affecting Employee Productivity in a Hybrid Work Place Dr. Prajakta Barve, Ms. Akshaya Sawant | 290 |
| 44 | Factors Influencing Employee Engagement In Manipal Group of Companies. Dr. Swathi. S. | 298 |
| 45 | Impact of Hybrid Workplace Model on Employee Engagement in MNC's at Hyderabad Dr. Venu Priya Pothuri, Ms. Swathi Jampala | 303 |

WORDS OF WISDOM

*Your work is to discover your work
and then with all your heart
to give yourself to it.*

- Buddha

*The only way to do great work
is to love what you do.*

- Steve Jobs

*Customers do not come first.
Employees come first.
If you take care of your employees,
they'll take care of your customers.*

- Richard Branson

*To win in the marketplace
you must first win in the workplace.*

- Doug Conant- CEO of Campbell's Soup

Introduction of Research Article Authors



Dr. Bhabatosh Sahu

He is Ex-Managing Director of Innovassynth Technologies (I)Ltd. He did his Ph.D. from Indian Institute of Science, Bangalore and a Fellow from Wharton Business School, USA. He has long experience with leading organizations like Tata's, Indian oil corporation, Ashok Leyland, Sonata Software. He is also an academican and Ph.D. examiner at IIM, Ahmedabad. Currently he is working as mentor and consultant in the areas of strategy, people and innovation.



Adv. Aditya Joshi

Adv. Aditya Joshi is practising advocate at Labour/ Industrial Court, Pune. His specialisation is in drafting and pleading. He is a labour advisor to many industries like e.g. Kalyani's, Bajaj, Firodiya, etc. He has addressed a number of learning sessions through Labour Law Practitioner Association and NIPM. Adv. Aditya is part of LLPA, Pune.



Mr. Kuldeep Joshi

Mr. Kuldeep Joshi has done his M.A. Statistics followed by Post-Graduation in HR & IR from XLRI Jamshedpur. He is a life member of NIPM. He has been Ph.D. guide attached to Pune University. He has over 50 years of experience dealing with OD, OB, HR & IR Consultants, with many organizations as a freelancer.



Mr. Sharad Gangal

Sharad Gangal has worked with Asian Paints, Boehringer Mannheim Cadbury India Ltd, Capita, HDFC Life Insurance and Thermax Ltd. Currently teaching one full course & one elective course in Employee Relations at Tata Institute of Social Science. He is also the Faculty for MDP at TISS. He is also taking course in Talent Management & Industrial Relations for Management Development programme at Stockholm School of Economics.



Mr. Samir Kukade

Samir Kukade is Director Navigate HR Consultants – CHRO on the Call Pune, India. He is associated with NIPM for last 3 decades contributing to HR fraternity. He was Chief Editor of NIPM Quarterly HR Newsletter for couple of years. He is also associated with many B-schools for knowledge sharing initiatives.



Mr. Girinarayan G

Girinarayan G is a senior HR Leader who has three decades of experience and has worked with Companies like Siemens, Mercedes Benz, Tata Group, GE India and Terrex Corporation in the past. Currently he is working as a Senior Partner & OD Consultant with “Your HR Buddy” a Human Capital Management Consulting and Training & Research Firm and is also a Advisory member at JRSPF Technologies Pvt Ltd. He is also a Visiting professor at Leading Business Schools. He holds a Bachelor’s Degree in Law & Commerce and has completed his Master’s Degree from University of Madras. He has also been Past Chairman of NIPM - Karnataka Chapter.

Introduction of Research Article Authors



**Mr. Ramendra
Malthiyar**

Ramendra is an HR professional having more than 2 decades of experience, working in various Organisations at a senior level in Human Resources. He is now Principal Consultant – Human Resources and provides HR Consultancy to corporates and is a Ph.D. Scholar. He has written a book on leadership which has become a best seller on the Amazon platform. He has more books in the queue to get published.



Ms. Abida Durrany

Abida is a dedicated library professional with more than ten years of experience working in university libraries. She has an exposure to international and national libraries. She holds a Master's Degree in Library and Information Science from Kurukshetra University, Kurukshetra. Her focus of interest is leadership in scholarly communication, digitalization, library administration, academic assistance, user engagement and strategic planning. Currently working at Galgotias University.



**Mr. Sushilkumar
Warkar**

Sushil is presently working as Deputy Manager- HR at Mahindra and Mahindra. Sushil is a passionate engineer with a Master's Degree in Human Resource Management. His areas of expertise include Talent Management, Organization Development, Learning & Development and Technical Training. He is passionate about Talent Development and Employee Engagement activities. He has played a very vital role in publishing last four research compendiums. He is actively involved in various activities of National Institute of Personnel Management (NIPM).



Ms. Dipika Lathkar

Dipika has an impressive educational background with a combination of Degree in Engineering and MBA in HR. Her engineering background has equipped her with a strong analytical and problem-solving mindset, which she has applied to tackle various HR challenges such as optimizing workforce utilization and designing efficient HR processes. Her expertise includes Talent Acquisition, Talent Management and Development, Talent Engagement and HR Analytics. Overall, she is a self-driven and versatile HR professional with a passion for supporting the success of manufacturing organizations through effective HR management.



**Dr. Samrat
Bharadwaj**

Dr. Samrat Bharadwaj works as an Assistant Professor in the Department of Commerce, Digboi College (India). He holds an M.Phil. in Marketing Warfare and a Ph.D. in Consumer Behaviour and Promotional Marketing. Besides being the author of five books, Dr. Bharadwaj holds a wide repute of publications in multiple Scopus, UGC-Care, Web of Science and ABDC indexed journals and edited books.

Introduction of Research Article Authors



**Dr. Pranjali
Bezborah**

Dr. Pranjali Bezborah has recently retired as a Professor of Commerce and Management from Dibrugarh University. He has published around 70 research papers in different national and international journals. Dr. Bezborah has also written more than 150 popular articles in different national and local newspapers and magazines on issues relating to commerce, management and social development. He has guided research scholars for M.Phil. and Ph.D. degrees. Till date, 34 scholars were awarded M. Phil. and 40 scholars were awarded Ph.D. under his supervision. His areas of research interest are HR, Marketing, Business Ethics and Entrepreneurship.



**Prof. (Dr.)
Arunava N. Mukherjee**

Prof. (Dr.) Arunava Narayan Mukherjee is currently Professor and Principal Berhampore Science and Management College, Berhampore Murshidabad, West Bengal. He is the recipient of Indian Council of Social Science Research (ICSSR) Fellowship (CG) for his PhD research, has successfully completed his Post-Doctoral Research on Management precisely in the area of HRD from IISWBM with gold medal. He is Ph.D. supervisor for Calcutta University, West Bengal University of Technology and ICFAI University Jharkhand. He organized, chaired and presented papers in various national and international seminars and conferences and has a considerable number of publications to his credit.



Prof. Nilim Manna

Prof. Nilim Manna, a Chemistry (Hons) Graduate and an Electronics & Tele-Communication Engineer, is an M.Phil. in Management. In his Ph.D. course work, he secured All India rank in NPTEL. He is currently pursuing his Ph.D. and has been in management teaching for approaching two decades. Professor Manna's area of research and specialisation is Branding, Promotion, Consumer Behaviour, Customer Delight, HR Branding etc.



Prof. Mousumi Mandal

Professor Mousumi Mandal obtained her Master's in Business Administration from Maulana Abul Kalam Azad University of Technology, West Bengal, formerly known as West Bengal University of Technology. She has been in Management teaching for the last 10 years. Her areas of research interest are Job Satisfaction, Cultural Diversity, Recruiting Strategies.



**Mr. Vinod
Bidwaik**

Vinod Bidwaik is a global HR and management thought leader having more than 25 years of experience in HR with 20 years of leadership experience. He is currently working with AP Globale & Sakal Media Group as a Group Director-HR. Vinod Bidwaik has extensively worked in the areas of Business Strategy, Organization Redesign, Organizational Development, HR Transformation, New Way of Working, Employee Experience, Talent Management, Talent Development, Development Centers, etc. He has also authored many Marathi and English Books. He is among 101 Top HR Minds 2019 declared by World HRD Congress.

Introduction of Research Article Authors



**Dr. Abhijeet
Shah**

Dr. Shah is Doctorate in Human Resource Management – Pune University (SPPU), Masters in Social Work (Labour Welfare and Personnel Management). He has worked with Sudarshan Chemical Industries Ltd., Krishidhan Seeds and presently working as Vice President - IR and Admin, Bharat Forge Ltd., Pune., Ex. Chairman of National Institute of Personnel Management – Pune Chapter and Ex- Chairman – Automotive Component Manufacturing Association Western Region HR Forum.



Mr. Nirvikar Hingane

Nirvikar has done Masters in Labour Studies from LNML Maharashtra Institute of Labour Studies, Mumbai. Worked with Lloyd's Register Asia – HR Intern, Anchor by Panasonic – HR and IR Intern and Bharat Forge Ltd. Pune as HR – Partner. Presently working with Hindustan Unilever Ltd., Khamgaon as HR Business Partner.



Dr. Nidhi Garodia

Dr. Nidhi Garodia (Ph.D. in Management), has pursued PhD and MBA (Human Resource & Marketing) from Centre for Management Studies, Dibrugarh University. Her doctoral thesis is in the area of Emotional Intelligence, and further willing to extend her research emphasizing the relevance of EI in human resource development.



Ms. Shivani Bhatnagar

Shivani holds experience in client handling, resourcing, employee relations, manpower planning, and leadership hiring. A resourceful, solution-focused professional with excellent interpersonal and rapport-building skills. A passionate HR professional who loves to explore and bring in innovative ideas to achieve set goals.



Ms. Saloni Choudhary

Saloni has a versatile personality that impacts society by taking part in NSS and currently working in payroll management, employee engagement, and talent acquisition. She is sincere and hardworking individual aspiring to be an excellent management professional, can consistently learn, contribute and upgrade the HR domain.

Introduction of Research Article Authors



**Dr. Subir
Bikas Mitra**

Dr. Subir Biskas Mitra has done his MBA, LL.M, Ph.D. in Strategic HRM and also Ph.D. (Law) in ADR Mechanism. Has authored numerous research papers / articles which are published in various reputed journals. Having overall experience of more than 37 years. Former Executive Director (Law & HR) in GAIL (India) Limited and Former Director in GAIL Gas Limited (wholly owned subsidiary of GAIL). Presently, Advisor (Law) in GAIL (India) Limited (a Maharatna PSU).



**Ms. Mrigashikha
Mitra Banerjee**

Ms. Mrigashikha Mitra Banerjee completed her PGDM [HR] from IMT, Ghaziabad. She joined Balmer Lawrie (BL) in Dec 2016. She is currently based out of Kolkata and designated as Manager [HR] in the Corporate HR Department of BL.

Primarily responsible for implementing progressive human resource management policies for sustaining a high-performing, diverse workforce in line with Company's strategic goals through effective people management practices. Further, create and execute learning strategies and programs, evaluate individual and organizational development need to drive training initiatives, and arrange suitable training solutions for employees.



Dr. Shaly Joseph

Dr. Shaly Joseph (MSW, Phd, LLB, DIM, PGDIM) working as I/C Principal of Yashwantrao Chavan School of Social Work, Satara, Maharashtra with 25 years of teaching and research experience. Her areas of interest area are teaching, conducting training programme, research, executing CSR initiatives, evaluation studies, and serving for humanitarian cause. She is known as a committed and valuable employee for the organizations served so far.



Dr. S. Sundararajan

Dr. Shanmugam Sundararajan is currently working as Assistant Professor in Business Management Skyline University Nigeria. He has 18 years of academic and 5 years of Industry Experience. He is a life member of NIPM-Coimbatore chapter. He has produced 4 Ph.D. Scholars and Published 185 articles in International and National Journals, 94 International & National conferences paper presentations.



**Dr. Mahek
Iram Qureshi**

Dr. Mahek Iram Qureshi is currently working as Asst. Professor – School of Management Studies at G H Raison University Amravati. She has completed her M.A., MBA & Ph.D. She has contributed to 35+ Research papers and has been appreciated on National and International Platforms. She has won 2nd best research paper award in “8th National Conference on Re-Imagining India: Game Changers for Business, Management and Society” Organized by Vishwakarma Institute of Management, Pune, during February 17-18, 2017 and at IIM Indore for NASMIE International conference 2019, Bagged a silver medal.

Introduction of Research Article Authors



Dr. Satbir Yadav

Dr. Satbir Yadav is a professional with 40 years of service in the domain of HRM & SCM in Defence and Retail sectors. Presently, he is heading an independent operation with a monthly turnover of 120 Cr at Jaipur. In the past, he has served with Indian Air Force for over 15 years. He holds a Ph.D. in Management (CSR & HR), Masters in Public Admn. & Pol. Science, Degree in Law (DU), and Diploma in Labour Laws (ILI). He is also a life member of NIPM, Indian Science Congress (ISC) and United Service Institute of India. He regularly presents academic papers/articles at national & international seminars/conferences/workshops.



Dr. Venugopal J

Dr. J.Venugopal, Professor of MBA presently working with Kasireddy Narayan Reddy College of Engineering & Research, (Brilliant Group of Technical Institutions). He is qualified in Ph. D – Management Science & Ph. D – Economics and also qualified in Management with multiple specializations like HRM, Finance, and Marketing & Intl. Business. He has also done his M. Com., (Taxation), MA Sociology, LL.B., M.Com.



Prof. Rachana Adtani

Prof.Rachana Adtani has completed B.E(Computer science) and MMS (HRM). She has over 10 years of experience and co-authored few books. She is SET qualified and currently pursuing Ph.D. in the field of HRM. Keen research interests are in the areas of Motivation, Performance, ICT. She has also presented papers in international conferences and published research papers in refereed journals.



Dr. Saumya Misra

Dr. Saumya Misra is an Academician in the area of FinTech, Banking and Payments, Business Analytics. Skilled at techno functional applications of Finance - use of R in Business Analytics/Data Science. Faculty mentor to the Digital Ambassador's team at the institute level. Keen research interest in the area of digital finance and applications of AI/ML in the global BFSI sector



Ms. Pooja J.

Pooja is a proficient and diligent business administrative student from VIT Chennai, whose academic pursuits reflect her keen interest in the fields of AI, HR analytics, and Deep Learning in HRM, with a particular objective on their applications within the IT sector. Her main focus is to build a career in the corporate sector, to collaborate and work with like-minded professionals, leveraging her skills and expertise in the field of AI to make a significant impact. Pooja's commitment to self-improvement and her passion for cutting-edge technology make her a promising talent in the field disruptive technologies.

Introduction of Research Article Authors



Dr. LRK Krishnan

Dr. LRK Krishnan is currently associated with VIT University, Business School as Professor. In career spanning 33+ years associated with leading corporations such as DCM Shriram, Tata Unisys, JTM- Telia/ Sweden, Reliance Group, and Larsen & Toubro, with a stint in the USA. Held leadership positions such as Sr. Vice President – Head HR, CHRO, and Chief Learning Officer, etc. in the industry. Recipient of many awards in Corporate for distinguished contributions to Training and Leadership development and the most recent one is Dr. Sarvapalli Radhakrishnan distinguished Professor and Researcher Award 2022. Published numerous research papers in the areas of Employee turnover, Training, and Socio legal aspects and published two books.



Mr. Ranajit Sarkar

Ranajit has completed his LLB, M.Sc., LL.M., MBA and currently pursuing Ph.D. in HR Management and Labour Laws. He has also practiced Law as an Advocate. He has also Served as an Education Officer in Central Board for Workers Education under Ministry of Labour & Employment, Gov't of India. Presently serving as Manager (HR) / Legal in Garden Reach Shipbuilders & Engineers Ltd, under Ministry of Defence, Gov't of India.



Mr. S. Rajendren

S. Rajendren is currently working as Chief General Manager – HR IR, JK Tyre & amp. As a member of the Senior Leadership Team, he drives HR initiatives and partners with business in developing and aligning HR policies and practices to support growth of the Plant and the Company. He has extensive experience in HR, IR, Learning & Development, OD and Change Management over the last 35 years. He is associated with professional forums such as CII, FICCI, NIPM, MMA, EFSI Network.



Dr. Vidhya K

Dr. Vidhya K, Assistant Professor, completed Doctorate in finance and a person with 10 years of experience in teaching and training professional. She is proficient in Teaching, Mentoring, Training and ability to motivate successful team behaviour. In addition, she is a psychologist who has experience in mind care hospital. Has received a Grant from Rajiv Gandhi National Institute of Youth Development (RGNIYD) to conduct the student development programme titled "A 3-Day program on Coping up with the Mental Health Issues faced by Adolescent" @ Sri Krishna Arts and Science college, Coimbatore during March 2022. Received an award as a "Best Teacher" from Lions Club International. Guest faculty and resource person for a various programs at "Veeyom Educational Institution"

Introduction of Research Article Authors



Dr. V. Mohana Sundari

Dr.V. Mohana Sundari, works as an Assistant Professor (SG), in Department of Management Studies at Saveetha Engineering College. with over eleven years of academic experience in Business Management, she strongly believes in the democratic and proactive system of teaching and management, where each student is encouraged to participate and contribute to the learning process. With an impressive research portfolio, she has published several papers in well-reputed journals indexed in SCOPUS, showcasing a deep understanding of the subject matter and a passion for research. She also demonstrates a commitment to lifelong learning, having continuously upgraded their skills and knowledge through various certifications from NPTEL, ATAL, and other FDPs, workshops, and trainings. She has served as a resource person for numerous events and conferences, and has also been a member of the Board of Studies for other institutions.



Mr. Jayakara Shetty

Jayakara G. Shetty is a Post Graduate in Management (SIBM) with Law Graduate (ILS) and Diploma in Business Management (PUMBA). He is currently working as Senior General Manager - Corporate HR at Sansera Engineering Limited. He has 30 years of experience in Human Resource and Industrial Relations. Associated with NIPM, Pune Chapter as Life Member, Past Chairman of ACMA WR HR Forum. He is pursuing Ph.D. (HR) from Neville Institute of Management & Research, affiliated to Savitribai Phule Pune University.



Dr. Milind Kulkarni

Dr. Milind Kulkarni is a Senior HR Consultant and a Certified Executive Coach, with rich Industrial Experience. He provides customized, innovative, and out of box HR/IR Solutions. He is an acknowledged Trainer and Motivational Speaker. He is Life Member of NIPM, ISTD, and NHRD etc.



Dr. Suruchi Pandey

Dr. Suruchi Pandey is currently working as Professor Symbiosis Institute of Management Studies, SIU, Pune. Faculty for Human resource management with interest in inter disciplinary research areas. She conducts customised MDPs and training programme for corporates.



Ms. Neha Punjabi

Ms.Neha Punjabi is an Ex-PGDM from Symbiosis Institute of Management Studies, SIU, Pune. BE in IT and has around 9 years of experience in varied profiles. She is Multi-talented and multi tasker and is a budding manager with inclination towards Human resources and project management

Introduction of Research Article Authors



**Dr. Vijayalakshmi
Kanteti**

Dr. Vijaya Lakshmi Kanteti, is presently working as Director and Professor at AMS School of Informatics, Hyderabad. She a Post Graduate in Psychology, Education and Business administration. She has done her Doctorate in Human Resource Management in the area of work Life Balance from Acharya Nagarjuna University. She has 29 publications to her credit in the form of research articles, conference papers and management case studies and also presented many papers in various National and International conferences. As a part of that she visited Singapore, Malaysia, and the USA to present her research work.



Dr. Gargi Pant Shukla

Dr. Gargi Shukla is a prolific trainer and researcher, Dr. Gargi Pant Shukla has presented and published over 25 research papers in places of International repute including IIM Lucknow, IIT Delhi and IIT Roorkee. She is an expert in conducting experiential learning based training & development programs in the area of Financial Inclusion & Planning She is a SEBI certified trainer for imparting Financial Education in different sections of society. She has published her various research papers in ABDC "C" Category, Scopus and UGC Care list.



Ms. Pooja Pandey

Pooja Pandey has a strong experience in the field of HR, training & startup ecosystem. Currently she is working as Head-People Management with Indian Institute of Management Lucknow Enterprise Incubation Centre. She is also handling women Incubation and Pre-Incubation Program.



Mr. Ashish Waghe

Ashish A Waghe possesses 23 years of rich experience in IR, HR & Admin, currently associated as Sr. Manager HR & Administration, Kalyani Maxion Wheels Pvt. Ltd., since 15 years. He has done MPM, DLL& LW and MBA from Savitribai Phule University.



Mr. Narendra Patil

Narendra has 3 decades of experience in Compensation and Benefit, Talent Management, Employee Engagement, HR Quality System, and Industrial Relations. He currently serves as Head -HR at Kalyani Maxion wheel. He is connected to NIPM, Pune Chapter as Executive Member.

Introduction of Research Article Authors



Ms. Hemangi Dhokte

Hemangi has Graduated in Zoology and Master in Personnel Management, Silver medalist of Pune University. Pursuing Ph.D. from SPU in HR. She is currently in working in Emerson – Lead HR for Actuation Technologies Business + Lead IR for Emerson Talegaon site. Hemangi is also a Vice Chairman of Pune Chapter of National institute of Personnel Management. She is an Award Recipient for Yashaswini Puraskar in March 2021 for her contribution in the Industrial Relations. She is also Awarded as Individual hero for Diversity Equity and Inclusion by Emerson AP.



Dr. Ashish Vyas

Dr. Ashish Krishna Vyas, is an Ph.D., MBS(HRM), B.E., Naturopathy Doctor. He has 25 years of Academic Experience and Industry 10 years' experience. MC-member NIPM, former Secretary; Treasurer & MC-member ISTD. Pune-Municipal-Corporation Award by Hon. Mayor, Pune. NIPM Awards. Published 2 books and 22 research papers. Rotary Club Honed.



Mr. Dattatraya Ambulkar

Dattatraya Ambulkar has over 40 years' experience in HR & IR. His knowledge and experience encompasses the areas of HR processes, Systems, Documentation, Employee Communication & Engagement, Industrial Relations and Employee Training & Development at various levels. The BA Degree holder from Nagpur University, Dattatraya Ambulkar has completed PG Diploma in Personnel Management & Industrial Relations from Jamnalal Bajaj Institute of Management Studies, University of Mumbai and holds PG Diploma in Labor Laws & Labor welfare from Thane Law College. Dattatraya Ambulkar is the founder of HR Start Up – Involve2Resolve HR Solutions Pvt Ltd, Pune and is associated with EDII–Ahmedabad and NIMSME-Hyderabad, Atal Innovation Center of Rambhau Mhalgi Prabodhini, Mumbai and Pune Management Association. Management Association.



Dr. Subramanya Manjunath

Dr. Manjunath is Ph.d in Human Resource Management and PG in statistics from Bangalore University with PGDM in HRM from NIPM. He has around 40 years of experience with a blend of industry, Institution, Research & Training in Human Resource Management with reputed companies and institutions. Specialization includes, setting up of Human Resource Management Practices and develop HR Systems and processes by enabling and nurturing HR Team.



Dr. Pushpa Kataria

Dr. Pushpa Kataria, an experienced trainer, career spanning more than 18 years in the field of HR & OB processes and Strategy. Besides a management educationist, she is a social activist. She has initiated, designed and conducted numerous MDPs & In-Company training programs at cross functional managerial levels in private and public sector organizations. She has presented and published research papers in International and National Journals of repute. She is a PhD and postgraduate in Management. She is a certified trainer in 'Emotional Intelligence' and recently got certified with distinction as 'HR Analytics and Metrics Professional.

Introduction of Research Article Authors



**Dr. Manisha
Saxena**

Dr. Manisha Saxena, Dean-Academics, Ramachandran International Institute of Management is in the field of management education and research for over 23 years. She has been associated with various management institutes in Delhi/NCR, Mumbai and Pune. She has also been actively involved in research and development with GHRDC an HR organization based at Delhi, as a senior consultant with various projects. She was assigned '5 stars (5 stars was the highest rating) for Edge India Times Award for Excellence in Teaching' organized by Edge India Publications Private Limited in a virtual award ceremony held on 15th November 2020. Her areas of interest are Organizational Behaviour, Business Communication, Personal Effectiveness Management, HRM, Competency Mapping & Assessment and HR Analytics, Corporate Social Responsibility & Microfinance.



**Dr. N. R. Unnikrishna
Kartha**

Dr. Kartha has worked for Dr. Sarabhai and Dr. Kalam in ISRO. He has worked In VSSC as G.M. UST Global as Principal. He is a Trained Trainer and has conducted 700 programs. He is MTech, MBA, PhD



Dr. Dipa Banerjee

Dr. Dipa Banerjee presently associated as Assistant Professor, Department of Business Administration, Vidyasagar University, Midnapore in the department of Management studies. She has to her credit several published research articles at National and International conferences and journals. Dr. Banerjee has authored two books published by the National & International Publication houses.



Dr. Manojit Mitra

Dr. Manojit Mitra presently associated as Assistant Professor, & Head Examinations & University Affairs at NSHM Knowledge Campus, Durgapur. He has a number of published research publications to his name in journals and conferences at the national and international levels.



Mr. Kishor Kenche

Kishor is working as Country Human Resource Head for Brembo Brake India Pvt Limited, he is a Dynamic HR Professional with over 25 years of senior-level experience in large-scale Organizations in HR Strategy & Operations with a key focus on talent management, optimal utilization of resources, organization development & change management. He has extensive experience in planning, developing and implementing of policies, systems, & procedures for effective human resources for achieving organizational goals

Introduction of Research Article Authors



**Dr. Santosh
V. Bhave**

Dr. Santosh Bhave serves as Director – HR & IR with Bharat Forge Limited with over 40 years of experience in the field of Human Resource Development and People Capability Enrichment. He is passionate on learning initiatives and been Ph.D. guide in HRM for Pune University. Dr. Bhave is innovator and editor of the research compendium published by National Institute of Personnel management – Personnel Today. He is also visiting faculty for various institute to name few are Symbiosis Institute and IBS, Pune.



**Ms. Lorraine
Coelho**

Lorraine holds master's degree in personnel management. Lorraine currently serves as Senior Manager Human Resource with Bharat Forge Limited. Her areas of expertise include Talent Acquisition, Performance Management, Compensation and Benchmark etc. She is passionate about various employee development activities and Strategic Human Resource Planning.



**Dr. Partha
Naskar**

Dr. Partha Naskar is presently holding the post of Joint Director (Accounts), Netaji Subhas Administrative Training Institute, Kolkata, GoWB. Obtained B.Com, BA, BBA, MBA, M.Phil, PhD-Management, D. Litt (U.K). He has overall 28+ years' working experience in Government Sector. Awarded with 19+ Research & Academic Excellence awards with 100+ academic research paper publications in the area of HRM.



**Dr. Prajakta
Barve**

Dr. Prajakta Barve is an academican of Organisation Behaviour and Human Resource Management. She has over two decades of industry academia experience. Her strong student connect has always been effective in shaping future of her students. She has conducted several corporate training programs on soft Skills and Communication Skills. She has won several awards for her academic writings and has published research papers and articles in Journals of repute. She is an Executive Committee member of National HRD Network. She has earned her Doctorate in Management Education and is a MMS, M.Com. from University of Mumbai. Currently she is associated with Prin. L. N. Welingkar Institute of Management Development and Research.



Ms. Akshaya Sawant

Akshaya Sawant, a HR professional, currently associated with UltraTech Cement. During her management education, she interned with Fraazo and Prism HRC. She displays excellent HR skills and is a team player. She has completed her PGDM in Human Resources from IES Management College and Research Centre, Mumbai.

Introduction of Research Article Authors



**Col. (Dr.)
Sankar Rajeev**

Col. (Dr.) Sankar Rajeev is an experienced administrative professional with 40 years of experience. He has written 10 books and over 35 research papers.



Dr. Swathi. S.

Dr. Swathi. S, MBA PhD is an Assistant Professor at Yuvaraja College University of Mysore, Karnataka. She is an academic person who has keen interest in learning and research area of Human Resource Management.



**Dr. Venu Priya
Pothuri**

Dr. Venu Priya Pothuri is Presently working as an Associate Professor at AMS School of Informatics. She did her Masters in Business Administration with a dual specialization in Marketing & HR and a Bachelor of Law with a specialization in Civil and Women Law. She has 15 years of teaching experience and teach Management and General management subjects, Innovation Management and Business Intelligence. She has received Best Paper Award adjudged by Rishi's Online National Conference on "Management Perspectives for Quality Outlook in the Post Covid Era.



Ms. Swati Jampala

Swathi Jampala has completed her Masters in Business Administration with a dual specialisation as Major-HR and Minor as Finance and Bachelor of technology in Computer science stream. She has seven years of teaching experience and teach Management and HR Specialised Subjects and also got one year of corporate experience in IT Sector as HR Executive. She is presently working as Assistant Professor in AMS School of Informatics.

WORDS OF WISDOM

Employees engage with employers and brands when they're treated as human's worthy of respect.

- Meghan M. Biro

Throw yourself into some work you believe in with all you heart, live for it, die for it, and you will find happiness that you had thought could never be yours.

- Dale Carnegie

In the current volatile and uncertain environment, engaged employees are an essential component not just for success, but perhaps for survival

- Nigel Paine

Take time to appreciate employees and they will reciprocate in a thousand ways.

- Lee Lacocca



WORDS OF WISDOM

*Everyone wants to be appreciated.
So if you appreciate someone,
don't keep it a secret.*

- Mary Kay Ash

*Engaged employees are
psychological "owners,"
drive performance and innovation,
and move the organisation forward.*

- Gallup

*People want to know they matter and
they want to be treated as people.
That's the new talent contract.*

- Pamela Stroko

*Engaged employees stay for what they give;
disengaged employees stay for what they get.*

- Blessing White

Framework of “Employee Engagement”

Dr. Bhabatosh Sahu

Ph.D. (IISc), Fellow-Wharton

Ex-Managing Director, Innovassynth Technologies (I) Ltd.

Mentor, Consultant: Strategy, People, Innovation

Enough studies have been done to show that Employee Engagement contributes to productivity and organization effectiveness. However, I have seen very few studies covers the while gamut’s of activities/action which constitute EMPLOYEE ENGAGEMENT. Here below I am putting forward a Framework of Employee Engagement.

- Whether all the employees are aligned with strategy of the company. This is one aspect very critical, however very rarely organizations try to study this. It is one of the prerequisite to study and also keep employees engage so that whatever they do contribute to success of strategy, I have seen this in not done even with management staff, forget about workers in many companies.

For example, if a company wants to excel in exporting their products to USA, then the management must enrage engage in educating all employees what the US market wants, i.e. excellent quality, timely delivery, after sales ex services, good packaging etc. once the employees know this they can contribute in these areas.

I would like to share my experience in this area. Ninety five percentage of Innovassynth’s business is B to B, and 98% of the client are from USA, Europe, Japan and Canada. In this type of business customer want the M.D. to meet their top management at least three times a year. When I visit them they give their feedback on what they like, what we should improve and what new thing we can bring to table. When I return from my trip my first job is to give the detailed feedback to my senior management team and ask them to draw action plans within a weeks’ time. I give all employees the same feedback, present the action plan worked out by the senior management team, and ask all employees to work in that direction. I found this brings the employees involvement to meet the targets to a very high level.

- Continuous engagement with employees to define their job objectives, giving feedback on their performance and communicating the areas in which they can improve are critical aspects.

In most of organization, this process is carried out with the management staff where as a majority of employees (non-management staff) are not covered by this proves. It is essential they they are included in this process.

- Continuous training and management develop programs to upgrade their knowledge, skill and attitudes.

In most companies adequate time and investment are not done in these areas. I feel it is time priority is given in this area, there must be 10 to 15% time of his/her working time one should spend in time and on training and development. Time has come that non-management staff also are genuinely covered under the program.

- Defining processes/system to get suggestions, discuss on them and introduce which are relevant. It should be bottom-up approach.
- Communicate to employees Company's major strength, how their company is placed vis-a-vis competitions. This makes the employees more involved and put their effort towards company's competitiveness.

I had the opportunity to visit Google in SFO. They believe that it is the responsibility of each senior management staff to communicate to employees on company's strength, area to improve and future strategies. Every employee is having on-line information about the Company. It brings great involvement of employee and they feel proud of their company.

Kaizen- This brings in employees in-group on problem solving and operational improvement, this is one of the great way of employee's engagement and many organizations have derived benefits.

TQM - This is a top management driver process included in the strategy and focus at customer satisfaction leading to higher revenue and profit. Management cut across all level of employees and inculcate the importance of customer satisfaction. This is one way a great idea since all employees get involved in their areas work, which will result in customer satisfaction.

- Explain the employees company's CSR activity and which are appreciated by the community & Society. This will boost the team of the employees and they can proudly by and effectively communicate with Community / society members. Even it is better if you involve your Employees in company's CSR activities.
- One of the great example in this area is to study the practices of W. L. Gore & Associates (Company owned by All Gore the ex-vice President of USA), in Philadelphia, USA. In the following paragraphs, I am describing what I observed.

W. L. Gore & Associates in a multinational.

Manufacturing company specialized in products derived from fluoropolymers. It is best known as developer of water Proof, breathable Gore-Te fabrics across the word. It has 12000 Associates (employees, have a turnover of us \$4-5 billion.

Culture: A flat lattice organization structure, where everyone shares the same title of "Associates". No chain of command or structured communication. "Leaders" replaces the idea of "bosses", Associates choose to follow leaders rather than they have Bosses assigned to them. They have a very strong peer review system amongst the Associates.

- Associates have the freedom to encourage, help and allow other associates to grow in knowledge, skill and Scope of responsibility.
- Associates should demonstrate fairness to each other and every one they come in contact.
- Associates are provided the ability to make own's Commitments and are expected to keep them.
- A waterline situation involves Consultation with other Associates before undertaking actions that could impact the reputation or profitability of the company and sink the ship.

Hands on - on product innovation and prototyping are encouraged. Teams are organized around opportunities, new product concepts, or business. As teams evolve, leaders frequently emerge

as they gain followership. This unusual organization structure and culture has shown to be Associates satisfaction and retention. Today, the lattice organization principle is known as open allocation.

During my visit two things, I witnessed :

- 1) When they select a new Associate from outside, he/she has to work / interact with the present associates for 3/4 days, then Associates Feedback is taken whether he will bit in to the group, before final decision is taken for his/her's employment.
- 2) There is big hall with lot of white Boards and markers pens. There is no chair to sit or table for discussion. When Associates enter the office the are asked to write down what problem they are facing in work front or any valuable suggestion. Associates visit the hall during day and write down if they have any solution to problems, or if they can implement the suggestions. It is an excellent way of engagement without wasting time.

W. L. Gore & Associates have the following awards:

| | | |
|-----------|---|---|
| 1984-2017 | : | Amongst fortune 100 companies, Best company to work for |
| 2022 | : | World's Best Employers |
| 2022 | : | American Best Employers |
| 2022 | : | Best Employer Women |

CONCLUSION :

EMPLOYEE ENGAGEMENT WHOSE RESPONSIBILITY:-

Top management must take the initiative, all management staff must actively participate, HR. team become the facilitator.

The fundamental of Employee Engagement is to Communicate Communicate and Communicate!

All these efforts will help the company to have a winning teams who will be proud of their Companies achievement.

Employee Engagement

Mr. Kuldip Joshi

Recently term Employee Engagement has gained currency in HR fraternity, although leaders from many areas of human endeavor have been aware of this phenomenon for centuries and have rallied their teams to go far and beyond their call of duty. When the teams were small, the charisma of the leader produced the desired results. Even in modern times there are many examples of leaders from fields of Sports (Dhoni), NGOs (Mother Teresa, Anna Hajare), Military (Field Marshal Sam Manekshaw) and Industry (Rusi Modi, S.L.Kirloskar, Rahul kumar Bajaj) who have rallied teams under them in face of adverse conditions and produced extraordinary results.

Academicians codified the concept of employee engagement in early 1950's.

Professor Douglass McGregor advocated theory of “satisfiers and motivators” as two factors which have to be present concurrently to get a superior performance.

Prof. David McClelland advocated learned needs theory (1961) and propagated the idea that all human beings have three basic needs (to different degrees) – need for achievement, need for power and need for affiliation. Leader has to understand the dominant need and work around that need.

Terms “**satisfied**” employee, “**motivated**” employee and “**engaged**” employee have often being used in interchangeable fashion. Although, each has a different meaning and emphasis.

A **satisfied employee** is one who is merely happy in the knowledge that his / her expectations are fulfilled in relation to employment. Smaller the discrepancy between expectations and the reality, employees are likely to feel more satisfied about their jobs.

On the other hand, a **motivated employee** is one who brings high level of energy, commitment and creativity to the job.

Our current discussion is on **engaged employee** and therefore, a more elaborate discussion is necessary. Different HR consultancy organizations have tried to define the term in variety of manner. Here is a sample list.

Quantum Workplace – Employee engagement is the strength of the mental and emotional connection employees feel toward their places of work.

Gallup – Engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace.

Willis Towers Watson – Engagement is employees' willingness and ability to contribute to company success.

Aon Hewitt – Employee engagement is "the level of an employee's psychological investment in their organization In my view, engaged employee is one who “Uses his/her skill and knowledge, displays high degree of initiative to undertake work and acts responsibly towards all stake holders at all times.”

At this time it may be useful to draw on “Employeeeship” model advocated by Mr Muller. Employeeeship simply means what it takes to be a good employee! Great employees do are fully

aligned to organization's objectives. They seem to be engaged in their quest to achieve higher levels of productivity, quality and relationship. This endeavor is accompanied by three "softer" streams, initiative, loyalty and responsibility.

At this point it will be pertinent to look at behaviors of engaged and disengaged employees. Following table distinguishes the two behaviors.

Above discussion will help the practitioner to initiate several programs to increase employee engagement and sustain it higher levels.

Quantum Workplace (the research firm behind the "Best Places to Work") has identified six drivers of employee engagement that have the greatest impact:

- 1) The leaders of their organization are committed to making it a great place to work.
- 2) Trust in the leaders of the organization to set the right course.
- 3) Belief that the organization will be successful in the future.
- 4) Understanding of how I fit into the organization's future plans.
- 5) The leaders of the organization value people as their most important resource.
- 6) The organization makes investments to make employees more successful

Experience of several HR practitioners indicates that few HR practices have a significant impact on

| S.N. | Engaged Behaviors | Disengaged Behaviors |
|-------------|---------------------------------------|---|
| 1 | Optimistic | Pessimistic |
| 2 | Team - Oriented | Self- Centered |
| 3 | Goes above and beyond job description | Restricted within narrow confines of JD |
| 4 | Solution - Oriented | Negative Attitude |
| 5 | Selfless | Egocentric |
| 6 | Shows a passion for learning | Focuses on monetary worth |
| 7 | Passes along credit but accepts blame | Accepts credit but passes along blame |

employee engagement. These practices are serious long term programs with high degree of involvement of managers at all levels and carried out on systematic and sustained manner. Unfortunately some of the practices followed and termed as employee engagement initiatives need to be scrutinized thoroughly. There are many companies who carry out series of activities, normally initiated by HR department with very little involvement of line managers. These include:

- 1) Birthday & Anniversary Celebrations
- 2) Blood Donation Camps
- 3) Woman's Day, Safety Day
- 4) Cricket Matches
- 5) Rangoli Competition

These practices have their own place in larger employee engagement canvas. However, this cannot be termed as "THE "employee engagement program!"

I now turned to the serious HR Practices which I have alluded to earlier. The prominent HR Practices would include:

HR PRACTICES

HR practices have a significant impact on employee engagement. The following practices can increase employee engagement:

a) **Job enrichment**

Provide meaning, variety, autonomy and co-worker respect into jobs and tasks so that employees view their role more broadly and become more willing to take on duties beyond their job description.

b) **Recruiting**

Select those who are likely to view their work as interesting and challenging. Choose candidates who are most likely to perform job duties well, make voluntary contributions and avoid improper conduct.

c) **Training and development**

Provide orientation to create understanding about how the job contributes to the organization. Offer skill development training to increase job performance, satisfaction and self-efficacy.

d) **Strategic compensation**

Use pay-for-performance programs to focus employees' attention on incentivized behaviors. Adopt competency-based pay to encourage acquisition of knowledge and skills and enhance employee performance.

e) **Performance management**

Set challenging goals that align with the organization's strategic objectives, provide feedback, and recognize accomplishments and extra voluntary contributions.

To emphasize my point, let me pick up few examples where organizations have practiced some of the HR practices in deliberate well thought of manner that have resulted into high level of engaged employees.

1) **Indian Hotels (Taj Mahal Hotel)**

On November 26th, 2008 ordinary men and women at Taj Mahal Hotel, Mumbai when terrorists struck the hotel, rose to the occasion and demonstrated beyond doubt what “engaged employees” are capable of. Mallika Jagad (24), Thomas Verghese (48) and Karanbir Kang - General Manager (who lost his wife & children) kept their calm and helped hundreds of guests to escape to safety.

What they did was not part of any manual. Taj management attributes this superlative performance to their HR practices viz. hiring, training and incentive scheme. Taj prefers to recruit from hinterland where traditional values still hold. They often call school teachers in selection. The main criteria for selection being respect for elders, cheerfulness and neediness. During the training, trainees are often asked two questions:

a) **What did you learn?** b) **What did you observe?**

2) **Tata Steel**

In their long history of its existence Tata Steel Managers have displayed unique people leadership. Near absence of industrial relations problems, at one time becoming lowest cost steel producer is testimony to its HR practices. Moving from paternalism and trusteeship

model, the current HR practices are cotemporary and aligned to their business needs. Today the focus is on “unleashing the collective possibilities of people”

Tata Steel is striving to create great work place where employees trust the people they work for, have pride in what they do and enjoy the people they work with.

3) Disney Land

Disney management also emphasizes few HR practices which have produced consistent high quality customer experience. The emphasis is on:

- a) Employee Selection
- b) Training
- c) Communication
- d) Employee Care

Several survey at Disney show that employees:

- a) Are proud to work for the company
- b) Understood how their work fits with goals and strategies of business
- c) Find their jobs interesting and challenging.

4) South West Airlines

Several of the HR practices are well documented and have been discussed in B – Schools. In essence focus is to put employees first. Company invests considerable energy and time on the process of on boarding. They empower employees to do right things for the customer and the company.

CONCLUSION:

As one dwells deeper in the subject of employee engagement, there are many questions which still remain unanswered. Some of these questions without attempting to answer them are:

- 1) Is the high attrition rate (like the one we witnessed in IT Industry recently) indicative of disengaged employee workforce?
- 2) As a colliery, is highly stable work force (as seen in several family managed companies) indicative of highly engaged work force?
- 3) Are the employees engaging in moon lighting, disengaged?
- 4) In an organization when there are no unions for several years, suddenly employees joined union. Is it indicative of disengagement?
- 5) Do individual leaders create Engaged employees? Or The cultural ”glue”? or the appropriate “systems”?

No clear answers at this stage perhaps.

May be more data is required to do any conclusion.

Employee Engagement During Performance Management

Adv. Aditya Joshi

Abstract

After COVID-19 pandemic the businesses have faced a turbulent situation with relation to handling of manpower. This has been predominant with employees who are not unionised as well as employees who are highly educated and working in skilled jobs. The post pandemic era has made the professionals dealing with human resource in the company rethink about employee engagement which has led to a dilemma and challenges regarding their operations, structure and human touch while dealing with the human resource. The pandemic has made these employees realise their worth as well as the necessity of quality time with the family which has resulted in understanding their rights in a better fashion. This has led to challenges for the organizations and professionals dealing with human resource to be more humane as well as legally sound while dealing with employee engagement during performance management.

Introduction

Employee engagement and performance management are tools used by the management which are looked at in isolation but are two sides of the same coin. Employee engagement while conducting performance management can result in better performance appraisals while enhancing the experience of the performance appraisal system at the same time it can show sensitivity to an employee who has not performed up to the mark or who has not performed at all. Such employee engagement during performance management can be used by employers to reward the performance of its employees. This activity can be used for identification of employees who have failed to achieve their goals and to convey to them improvements which may ultimately improve their competency. Employee engagement during performance management may help ease the separation process of the employees any ground including incompetency.

GROUND FOR CLAIMS OF WRONGFUL TERMINATION/DISMISAL

1. The process of performance management or appraisal was carried out in a high-handed manner and was unfair and unreasonable.
2. The incapability of an employee was not established during the three monthly or six monthly or yearly appraisal.
3. The incapability of an employee was never conveyed to him.
4. Discrimination during performance management on the grounds of sex religion or any other characteristic not to do anything with employment.
5. Non adherence to the contract of employment in order to avoid legal entanglement in cases which could have been avoided with proper engagement with employees could be cleared with communication which is proper and fair.

PROCESS AND REASON

Performance Management includes performance appraisals which are meetings of employees with the employers representatives quarterly, six monthly or yearly. This system may involve self appraisal along with input from the management team. Engagement during such an activity with

sensitivity will help evaluate the employees performance more efficiently which may result in a satisfied employee post appraisal or may result in a satisfied and a convinced employee during separation.

The real issues with employee engagement arise when insensitivity is shown during performance management hence avoiding the same and being inclusive and open with the employee will be effective.

An employee with whom there is no proper engagement during a performance management process and who has been shown insensitivity can make a claim for a wrongful or unfair dismissal which poorly reflects on the employee engagement during performance management.

The job requirements and the expectations of levels of performance will have to be communicated at the inception of employment written as well as through oral engagements or communications. Continuous communication if possible quarterly will also help assist the employee in managing poor performance and will also help document the actual performance of the employee on the part of the management.

Poor performance must be communicated immediately with opportunity given for improvement.

A process ought to be set out for helping the employee improving his performance along with proper training and review for the training.

Proper support and line of communication which ought to be documented needs to be established and such communication should be consistent amongst all the employees of the organisation not singling out an individual employee who has been target for termination.

All the above activities will help establish a procedure which shows that an opportunity to improve has been given to the employee following the proper procedure laid down by the employer which is consistent in nature an alien to discrimination.

A performance review in order to stand the test of law should definitely include:

Employee Weakness: The document should specifically mention weak areas or areas of improvement which would give the employee areas to focus on giving insight on where to improve. A team feedback would be of extreme help in such a case which authenticate the reviewers directions.

Employee Strength: the document should specifically mention the strength of employees which may include communication, relationship, team building or effective problem solving skills.

Review Period: The document should specifically mention the review period. This document should be maintained quarterly, half yearly or annually. A quarterly review is advisable for a non performer.

Rating System: A rating system is of the utmost importance which specifically mention the categories based on the skill level, strengths and weaknesses. The rating system should mention the words needs improvement, meets expectations, exceeds expectation or even more stern words like bad, good very good, excellent. These words would be eventually tested by the judiciary along with the contents mentioned there and the reasons for arriving at these evaluations.

Goals: Goals need to be prescribed in the document which will eventually help the company and the person scrutinising the document which includes the judiciary to come to a conclusion that the goals were met or not met and therefore the decision of the company was right or wrong. It is

extremely important to set realistic goals which would sustain in the Court of Law. Unrealistic goals will clearly be set aside in favour of the employee.

Tactics To Be Avoided

The company should avoid using appraisals as a tool for cost cutting strategies for pay cuts or for targeting the workforce by way of poor appraisals for work force reduction. A very popular phenomenon amongst various companies is using this performance management tools for pay cut and downsizing. It must be noted that now the employees are aware about their rights and if there is no Genuity in the performance management system through employee engagement employees may raise concerns or file complaints about such formal employee engagement programs which can easily be looked at by the judicial system. Therefore system which can be defended in the Court and which can be backed with documents needs to be developed by an organization.

Wages And Salary Disputes During Performance Management

There is a lot of litigation with the relation to challenging the wages and salary given during appraisals conducted by the company. The companies are not able to justify the ad hoc appraisals given to the employees. The appraisal is needs to be carried out by new technology which will remove the human element from the appraisal system. The use of technology during the performance appraisal system will work on data and a very specific policy that has been devised by the company. It is important to note that wherever possible elimination of human element in the appraisal system is extremely necessary for our discrimination or victimisation allegations.

There are various companies in which such appraisal system is carried out, by artificial intelligence and in the coming years, this may be the way in which appraisals with be carried out.

Inssofar as in the majority of companies where the human element cannot be substituted or it is extremely difficult to measure a performance considering the various factors which can never be calculated artificially a proper policy document needs to be created which can clearly establish that there has been no discrimination while performance appraisal through employee engagement on the grounds of religion, sex, favouritism, etc. The employer will be have to work very hard on creation of such a document which clearly sets out performance appraisal of employees and will have to circulate the same. All the employees. The drawback of such an activity is that the employer cannot thereafter go back on his word for various factors, such as discipline, non-attendance, behaviour and will have to give a proper appraisal if the criteria is a met as per the document.

Terms To Be Written In The Appointment Order

The terms of the appointment order are written inssofar as classification of workmen are concerned without knowledge of the definition of probationer and apprentice. Section 2(b) of the Schedule to Maharashtra Industrial Employment Rules, 1948 deals with the definition of a probationer which clearly states that workmen who is provisionally employed to fill a permanent vacancy or post, and who has not completed three months uninterrupted service in the aggregate in that post. The above definition clearly indicates that a probationer cannot be employed for more than three months. If he continues for a period of more than three months he becomes permanent. Section 2(f) of the Schedule to Maharashtra Industrial Employment Rules, 1948 deals with the definition of a Apprentice which clearly means a person who is a learner and who may or may not be paid an allowance during the period of his training. A proviso to the definition clearly states that no workmen shall be classified as an apprentice if he had training for an aggregate period of one year. This clearly means that a trainee./apprentice cannot be employed for a period of more than one year.

If he is employed for a period more than one year, then he becomes permanent.

The professional or a trainee who is appointed by the organisation must be given an appointment letter, clearly stating his term of probation or training with a specific mention stating that his confirmation will be subject to his performance review, which is carried out from time to time.

It is important to note that a probationer or a trainee whose work is not up to the mark, his employment can be extended. It is extremely important that during such an extension of his employment, proper documentation in relation to performance management through proper employee engagement needs to be maintained, intimated. It is extremely necessary for the employer during the period of training and probation period, performance appraisal of the employee should be done from time to time. The said performance appraisal needs to be done by a specific person appointed by the company. The employee needs to sign on the performance accept the remarks made therein. th the colleagues of the employee needs to be emphatically mentioned whether it was poor and unsatisfactory.

If all the above criteria are fulfilled then such an extension can be justified by the court and such an employee engagement and performance management will be scrutinised by the court along with the comments made in the documentation therein. If the company fails to show all the above aspects clearly and establish his performance and his team incompetency to work in the establishment the judicial officers may not negatively interpret the extension given to the employee.

Though there is no specific clause in relation to employees who are not working in the category of workmen as defined under the Industrial Disputes Act, 1947 in relation to probation and or training tenure it ought to be reasonable. The principles that are stated above become all the more important for employees whose terms and conditions are defined by the contract of employment and not workmen.

CONCLUSION

The HR professionals have to realise that till such time needs are more important than wants disputes during performance management are going to continue the system of performance management or appraisal can never be a complete system till engagement of employees is conducted in a particular fashion with strong oral and written communication. The employee engagement has to be proactive with strong human relations skills back up with documents along with proper appointment letters by following the process of law will help deal with challenges of employee dissatisfaction or crisis during the time of termination. The organizations approach while conducting such a program should be motivational which would increase employees productivity and increase trust level and teamwork amongst their associates. Award, recognition and innovation are the only ways increasing implicit interpersonal relationships so as to avoid disputes in future.

Employee Engagement

Mr. Sharad Gangal

Employee engagement has to be seen the context of time. The drivers of engagement change from time to time and it's a function of what motivates an employee. This term has been many a times gets the same meaning of Celebration and there is a misconception that a one time event can engage an employee.

There are anchors of engagement and can be classified in Primary anchors and secondary anchors. The time horizon of engagement elements have to cover the entire spectrum of employee life space as the engagement experience has to be throughout the stay of the employee in the organization. I am trying to define the drivers here in Primary and Secondary:

Primary

- Job Clarity
- Performance measurement & Feedback
- Fairness in compensation
- Career plan
- Learning & Development
- Celebration

Secondary

- Communication
- Culture
- Infrastructure

Job Clarity

The employee is most engaged on his first day of his/her employment as he/she is looking with great interest contribution opportunity. The contribution can be meaningful provided the employee understands the purpose of the job, capabilities required to deliver, responsibilities and internal and external stakeholders.

Career plan

Aspiration and Ambition are the big ticket motivators for an employee and the enthusiasm to contribute is high provided the employee has a clear line of sight as to where he or she sees oneself over a period of time. Normally the conversation over this happens during the interview stage itself. If it hasn't then it is important that this gets discussed in the early stages of employment. This will give a clear idea to the employee as to how he/she can plan career.

Performance Management and Feedback

An employee is keen to understand his/her performance at a frequency not greater than every quarter. However, the precursor to the performance management system is clearly defined Goals/Key Result areas. Its now normal to have a quick discussion every quarter as to how is one progressing on the Goals and it is important that the employee is aware of the quality of her delivery and looks forward to her Manager to help. It is also important for the employee to seek feedback and also give feedback in terms of her need.

Learning & Development

The need for Learning and Development arises out of the organizations need to build certain capabilities and also individuals need to develop herself. The success of the such initiative depends

upon the employee seeing value in what is being offered. An employee who is ambitious always looks forward for such inputs. Also it becomes important for the employee to get her developmental needs addressed through such initiatives. This creates a credibility for the discussion in the Performance Appraisal regarding needs identified during the discussion.

Fairness in Compensation

This is another driver of engagement around which there are views and counter views. Undoubtedly compensation plays an important role in creating stickiness. If one takes a survey of the employee experience surveys conducted by organizations, it will be seen the one area that gets the least score is compensation. However, here one needs to do a fine classification here.

Most of the time the de-railer here is not the compensation per se, employee understands the performance vis a vis increment rate, affordability etc. the loss of engagement here flows from the performance appraisal process. Most of the times we fail to convey fairness in assessing performance. An employee feels that she is a better performer than other employee/s however the other employee gets a larger increment as she has got a better rating. This needs to be addressed.

Celebration

Individual and collective successes need to be celebrated to create a sense of joy and a sense of participation that leads to a motivated atmosphere. Probably events connected to individual employees like birthdays, organizational recognition etc. Many a times celebration as standalone activity is regarded as celebration which is erroneous. Celebration is one of the drivers of engagement and an employee does feel recognized and gets a sense of membership. But that alone can't be regarded as engagement tool.

Secondary Anchors

- **Culture**

Culture is demonstrated behavior that employees experience in working style, self esteem etc. Culture is one which flows from the top and ideal situation is one where the employee experience at the last level is the same as at the highest level. Compensation and terms of employment may differ, however, the employee experience has to be consistent. Also while it is easy to say that we have an enabling, non-hierarchical culture practicing that is the key to its success. In fact, many employees rate Culture above Compensation for staying in the organization.

- **Communication**

The power of communication is never overstated. Communication is about sharing and giving a message of "my voice is heard". Ideal companies create a Communication model where the information is shared and employee feedback is sought. Employees are hungry for information and the junior is the employee greater is the hunger. Also the employees have view point and can give inputs that can be useful for the organization. The first step of participatory organization is an inviting communication model.

In the Covid era it was thought that Communication will collapse in organizations, however, the virtual platforms offered a very reliable model. In fact it has given a solution to multi location organizations to do an enterprise wide town hall which was earlier not attempted. It actually has brought employees together who would have never met and is creating a sense of strong bonding.

Culture and Communication are soft anchors however are very powerful tools of employee engagement as Culture creates a sense of preference to stay over other anchors, Communication creates a sense of inclusion.

- **Covid and post Covid era challenges**

Covid was a black swan event that impacted humanity the most. Probably such events visit us once in a century. While it was a humongous disruption during 2020 and 2021 its impact both psychological and physical upheavals continue even today.

During Covid period the concept of Work from Home at the scale we witnessed had no parallel. Engagement during this period was most difficult as it was a distributed model of working which we were experiencing for the first time. Leave aside remotely engaging, even remotely communicating was a challenge as employees were finding it difficult to relate to the emotional spirit of distanced working. It was a lonely experience that employees were experiencing and it had its Social impact too. For example, in metro cities where there were multiple members of the family were working from home and obviously there was a social strain. Even getting used to be at home in a working atmosphere was a stress.

This era changed 3 things; Work, Workplace and Worker; Work became digital, Workplace became hybrid and Worker became highly autonomous and demanding. Let us briefly examine each of them,

- **Work**

Digital was not a cup of tea for everyone and some of them had to make a quick transition from Digital Novice to Digital Native. It was not easy and training on the same was not possible in a classroom ambience. Conducting oneself in virtual meetings was a exercise by itself for many and the meeting etiquette was a new thing for all.

- **Workplace**

Workplace has now transited to be hybrid and here organization has to adjust to employees demands. Employee wants to exercise a choice here as to where and when he will work from which place. While employers would prefer, largely, to make employees to come to workplace the employees are thinking the other way. This is not helping in keeping the relationship warm and while the whole subject of “friends at workplace” is becoming a thing of the past.

- **Measuring Employee Engagement**

Measuring of Employee Engagement has been always done through enterprise wide surveys and the Drivers and Statements are devised based on a generic basis as far as the drivers are concerned and the statements have an organizational context, largely. While designing the form one has to take care that there are statements that balance out between Departmental

Engagement and Company engagement. The Statement scores then can be classified in to these 2 categories and the score measured. The action planning as a consequence of the scores then becomes relevant. It helps organizations then to also see if the scores are particularly low for a department then are there developmental needs of the Manager of that department. The enterprise wide score will reflect the overall perception about the organization and action planning can be done at an apex level.

- **What is new on employees mind on Engagement?**

In the post Covid era a new driver of engagement has got added and that is Wellness. The whole episode of pandemic has changed the dynamics of working and has become more individualistic than working together. Employees are no more experiencing the water cooler conversations and do not meet in person to the same extent as they were in the past. This has created a sense of isolation and the Social canvas and the family dynamics have also changed given all are at home. There are news items which indicate that there have been increased tensions within families and converting home in to workplace environment has been challenging.

The Wellness factor is an outcome of both being in stress that I can get infected and the loneliness factor. Therefore, organizations have to create infrastructure and facilitation mechanism of both psychological wellness and also infection treatment facilitation.

While creating the hospitalization facilities is relatively easier, in a distributed model Counselling for psychological needs is a complex phenomenon to manage. Organizations have created a helpline where employee can directly connect with the Counsellor thereby maintaining confidentiality.

CHALLENGE FOR HR FUNCTION

Building capabilities in Managers to engage their team while working remotely is an important element on the plate of HR. Effectively managing communication is another, in the absence of these 2 apart from other ancillary challenges is on HR priority list.

Also this phase is about working in teams which are more assignment based. The upside of this is it is helping in creating a non-hierarchical organization but relationships in this way of working can be transactional. The exchange of ideas while working remotely need to be appreciated in context which is distanced and not personal.

Apart from the above HR will have to constantly be agile and vigilant to gauge employee mood and perception. This is particularly challenging in hybrid working arrangement. The traditional rules of engagement will change and the aspirations of new era will have to find space while we measure engagement. As mentioned in the beginning of this article the Worker has become very autonomous there is a danger that she may get labeled as rebel, Human Resources as a function we have to use our judgement to see whether she is a credible rebel.

“Build High Performing Organisation through Employee Engagement”

Mr. Samir Kukade,

Director,

Navigate HR Consultants –

CHRO on the Call Pune, India

Abstract

Employee Engagement is a very old concept in the industry however is widely discussed, largely misunderstood & wrongly executed concept.

We have heard the anecdote of “Elephants and Seven blind men”. Each blind man identify elephant in his own way and describe accordingly. Employee Engagement is precisely seen in the similar way.

As per the very very basic definition “Employee Engagement” means how employees relates to and get inspired for the work in a most efficient way to produce results in most collaborative way”. Responsibility is also delivered by an employee who not only enjoys what he/she is doing but understanding how he/she is contributing to the industry through his/her skills and capabilities.

Keywords

Employee Engagement, Fun place to work, Treatment at work, fair, work joy, motivation, inspiration, Work culture, Manager, responsibility, productivity, performance.

Introduction

Employees primarily work for salary and that’s the biggest driving force for anyone however once that need is over employees look for some comforts while working and also look outside the work life. Such actions, opportunities, comforts, facilities are primary forms of “Employee Engagement”. Employees feel safe and happier with these actions, opportunities, comforts or facilities.

Hence earlier days, Employee Engagement was only related to employee welfare and employee satisfaction for the obvious reasons. Industries wanted to keep employee happy at workplace but always Industry has rightly prioritised company profitability first and then ensuring all other stake holders like supplier, customers are happy as a second priority for right support. Then employees used to come last.

With the ongoing improvement in law & its provisions, social pressure, new working conditions, and scarcity of skills, industries kept on improving the employee related facilities, positive actions & practices year over year and few aspects became hygiene factors for any industry.

Usually, any employee related practice once it is executed for 4-5 years consecutively it becomes more or less part of the system and employees start considering it as their service condition or entitlement.

As technology started going more complex trained resources and expertise knowledge became backbone for the industry. Meanwhile due to rapid industrialisation in the globe, promoted growth of industries and it led to scarcity of trained or skilled resources. This problem grew very serious in knowledge workers as well. Hence Industry started feeling need to retain employees for long time since there trained resources were having option to work somewhere for more salary or facilities. Industry can afford certain salary level as per their profitability and hence attracting and retaining talent /resources only on salary was mammoth task. Hence engaging employees emotionally and psychologically with the organization was best option.

At the same time, in given resources getting maximum output is also critical from cost optimization in current competitive edge. Research shows that delighted employees give more productivity and better performance over other employees. Delight comes from his/her involvement and engagement with the company.

Benefits of high Employee Engagement :

Employee Engagement picked up its importance in this scenario. Employee Engagement not only ensure retention but also ensure higher productivity, better harmony, individual development & Industry's profitable growth.

Stake holders for Employee Engagement :

Employee Engagement is revolving various stakeholders like employee him or herself, his/her Manager, Human Resource Team, Top Management, Head of the organisation, cross functional teams & departmental teams. In some cases, Vendors /Trainers who provide fun place to work activities /wellness services, Training also can play good role as stake holder.

Employee Engagement Elements/ components

- 1. Compensation and Benefits** – Compensation and benefits are part of the service conditions which plays important role in first place while attracting the required talent. It kicks in feel good factor while arriving for an employee. This is engaging factor for 6-12 months in Indian environment, employee enjoys additional money flow for 6-8 months. Then law of diminishing value kicks in. In this period he/she get to know others salary numbers and the comparison starts. Dialogue on compensation between the colleagues makes one happy and another unhappy between newcomer and his/her colleagues.
- 2. Work Environment** – Human being is social animal and good & socially equipped working environment makes his or her happy. Good office environment, pleasant surroundings, new acquaintances, right infrastructure, good facilities like cafeteria, transport, Pantry Tea/Coffee corners, Game zones, Inhouse gyms keep Employee happy and elevated for another few months till his/her work picks up over his leisure time and work stress mounts.
- 3. Fun place to work activities** – Companies do conduct many fun place to work activities during the year which I will brief in later part. Such fun place to work activities can play very vital role in engaging employees if above 2 factors are working fine for the employee. It gives him or her to sharpen his/her extra- curriculum activities, sharpens his/ her's other social skills and gives him/her togetherness with like minded people. Employees spend 8-10 hours with his/her

colleagues and enjoying their company is big hook for employees to continue working in the company. Such groups/teams work as safety net and eco system for employees.

- 4. Functional Team** – Relationship with immediate functional team can prove to be boosting or destroying factor for an employee. Functional team can play backbone for an employee. Level of collaboration amongst the team decides joy of work and work satisfaction. Team Manager can play big role in keeping team together and create bonding between employees. Bond increases the trust between the team and work effectiveness increases. Team finally works as support system for each other if bonding is immaculate.
- 5. Company Brand in the society and related social status** – Employees especially millennials are very particular about employer brand. Image of employer brand in the society creates or destroys pride associated with the brand. Working with reputed brand is always matter of pride for the employee. On the lighter side in Indian marriage market, job with reputed brand is having extra edge over other aspirants.
- 6. Learning and Development initiatives** – Organisations give opportunity to learn is very important aspect for few high performing or high potential employees. Someone who has done Engineering degree but could not complete his /her Management degree always feel at home if company gives him /her an opportunity to do Executive MBA during the tenure. There are many short courses on excellence management or overall leadership development which are useful for an employee to increase his/her effectiveness in his/her role and aspire for higher job. Knowledge and degree obtained in such course plays vital role in enriching employee's profile and boost for future growth within or outside the organisation. Usually, such courses come with no cost but only condition to stay for 2-3 years in the company.
- 7. Empowerment and Reporting Manager** – In retaining employees and keeping & enhancing their moral, reporting manager has huge role to play. Employee always look for support from his /her Reporting Manager in terms of work opportunity, mentoring, knowledge, guidance, elevation, exposure and safety cover for his/her mistakes. Good Managers /Leaders can create great bonding and engagement. Many a times we see exit of Leader or Manager displaces the team in terms of bonding and team fabric.
- 8. Performance Review** – Every employee look forward for feedback on his /her performance. Such periodical feedback can be given to employee through quarterly performance reviews or yearly reviews. Leaders give the feedback in various ways. Such feedback can be positive, negative, motivating, encouraging, unpleasant, momentum breaking as well. Good Managers do not wait 3 or 6 months to give feedback to his /her team members. Continuous handholding helps employee and manager to correct the walking path on regular basis and avoid accidents. Then performance review becomes great dialogue on each other's reflections. Employees & Managers should look forward for performance reviews for feedback however unfortunately many times such discussions become negotiation meetings on promotions /elevation and compensation review. Even now a days, unfortunately appraisal is synonyms for increment or salary revision and not performance discussions. Then this process becomes huge disengagement avenue.

Major misunderstanding - Fun place to work is equal to Employee Engagement

When you speak to few HR Managers, Employees, or company senior team, they surprisingly equate fun place to work activities as Employee Engagement. Usually following are the fun place to work activities conducted by the company...

- a) Festival Celebrations
- b) Birthday Celebrations
- c) Various sports activities or participation in tournaments
- d) Participation in Drama competition or Theatre activities
- e) Team Building workshops
- f) Team outings or picnics
- g) Team Dinners
- h) Hobby Clubs – e.g. trekking clubs
- i) Various days like – Children’s Day, Traditional Day, Women’s Day, Environment Day, Safety Day, Independence Day, Scavenger hunt day,
- j) Blood Donation camps
- k) Food/Singing /Art and craft competitions

Of course, all such activities can engage employees for sometime however these are good opportunities for employees to get connected with like minded people across the organisation. Too many such activities can impact the work hours and may reduce the productivity. Experience is that similar people enthusiasts go in every activity and not all employee take part in such activities.

Work from home or Hybrid work model has put lot of restrictions on fun place to work activities. Few companies try to still manage such activities virtually however effectiveness is always a question mark. Sometimes discontinuation of such activities which are non-effective becomes difficult since certain employees are fully involved in to it and such activity becomes entitlement rather than voluntary activity by the company.

Good examples of Employee Engagement in various organizations

- a. **Good Compensation structure** – Combination of Fixed and variable salary – New generation looks for more fixed salary however we need to have variable salary with realistic targets.
- b. **Unique benefit programmes** – You need to have great hook from benefit standpoint. Excellent medical insurance scheme including parents can work as great motivator considering current hospitalisation costs.
- c. **Unique perks** – Car scheme or Sports bike loans with lock in period can work seamlessly for youngsters which caters to their passion on one side.
- d. **Tax Saving Salaries** – Tax friendly salaries can help employees to earn more cash in hand.
- e. **Salary bands pitched at higher percentile than market** – You may have to operate on higher percentile than market median so that its difficult for other companies to attract your talent. Employees get a feel that company is fair with him or her if their salaries are more than market trend. Of course company financials play vital role in this.

-
- f. Short incentive programmes** – Short incentive programmes can work as booster for specific achievements or milestones.
 - g. Reward and Recognition programme** - Fame and recognition in the company or in society is big motivator an employee and his /her association goes long way.
 - h. Processes offering empowerment** – More the People processes are having empowerment across the levels then managers at different level can show their ownership to employee related issues and can play their role more effectively. However, policies need to be more wisely drafted to avoid unwanted discretion, favouritism and misuse. E.g., Decentralised Salary revision process having manager an authority to decide increments.
 - I. Job Rotation process** – Employees who are willing to learn and grow also need relevant exposure, experience and such kind of exposure can be provided within the company. Other companies will hire him or her only for his expertise and not for his potential. Company can ensure it is giving an opportunity to her /him to develop his skills based on his / her potential.
 - j. Employee friendly people policies** – People policies are core to the culture of the company and employee friendly people policies plays good role in getting employees engaged with the company. Success of Policy like employee referral demonstrates that many engaged employees would like to refer company to his/her friends. Such employees play brand ambassador's role for potential employees. Employees appreciate policies which are taking good care of them. E.g., individual contributor can always work in hybrid work pattern and he/she can be allowed through well drafted hybrid work policy. Bureaucratic people policies create lot of disturbance and bad taste in the process of its execution. E.g. level wise laptop eligibility or workspace allotment etc.
 - k. Generous health policies** – In India or world-wide hospitalisation, health care is most crucial need as well as most expensive item on employee's concern list. If employer is taking care of such concern in best suited manner, then employee work worry-free. E.g., Company having average age between 27-35 must ensure their medical insurance policy is having maternity benefit so that employees see value of medical insurance multiple times. Coverage of parents, coverage of common diseases like diabetes or pre-existing diseases are having immense importance for employees.
 - l. Employee Referral programme** – As mentioned earlier success of employee referral scheme can work as measurement of your employee engagement. Only those employees who are happy in the organisation, will only recommend the company to their friends and family. Hence more the response across the company you can count how many employees are happy about company and would welcome their friends and family members to join. Its very unlikely that disengaged employee will recommend his company to his near and dears even if there is reference bonus available.
 - m. International exposure** – International exposure or on-site jobs in case of IT firms have multiple benefits. Such opportunities give chance to employees to get better international experience in his /her work area since it is always very challenging & rewarding to work internationally considering different culture, different food, different challenges, and people mindset. On other hand such opportunities give employees scope to earn more
-

money by way of living allowance or subsistence allowance.

- n. Performance based Promotion and Elevation process** – In current competitive world merit is only critical in any job and new generation aptly understand that. Hence transparent system of evaluating performance can be base for any elevation or promotion. Appreciation of performance by way of promotions encourages others to show similar performance for achieving next level promotions. We are in world of differentiation and differentiation can be only done through performance.
- o. Transparent Salary revision process** – If there is transparent salary revision process then employees are aware that what is to be expected out of the process. There are less issues and misunderstanding. Otherwise after every salary revision there is huge grapevine hampers employee engagement and motivation southwards.
- p. Wide range of Learning and Development programmes** – Structure annual Learning and Development calendar offers employees to review their current skills and map their training requirement. For any professional continuous improvement is critical to growth. Managers also can identify good training to employees considering the skill gaps. Hence L & D programmes can be great help in enhancing knowledge / skill level and obviously that goes in increasing productivity.
- q. Speaker of the month sessions for knowledge sharing** – It can be good practice to enlighten employees with new and required knowledge. Such speeches can set new goals for employees which enhances their engagement.
- r. Cross functional teams** - for certain important projects giving employees opportunity to interact with top team on regular basis.
- s. High Potential /Fast Track Employees Programmes** – Employees see their future career in such programmes and appreciate when company is giving them an opportunity to learn and get to dreamed job in near future. Inclusion in such programmes is confirmation of employees own potential abilities and it can prove to be very healthy for engagement with the company.
- t. Coaching and Mentoring avenues for employees** – Sometimes employees face challenges in their personal as well as professional life and coaching and mentoring can help them to come out of those challenges and bring them back to right track.
- u. Performance Review with the help of HR Team** – Many a times departmental heads are not management experts but extremely good at techno commercial work. You can see during performance review cycle few managers are more tensed than employee since they don't know how to answer many questions which are asked by an employee. Hence taking help of HR specialist who understand human behaviours, facilitates the review. Manager can be more relaxed while doing review and employee gets an assurance that there is no one person deciding his progress if there are prejudices.
- v. Fun place to work activities** – We have already seen this point in details
- w. Involvement of Family** – Though it is going very thin in current social environment across all sections of the society in few industries, professions it play critical role. Companies need to ensure employees families are equally engaged who push employee to get more engaged

and perform to optimal.

- x. **Internal Communication** – Magazine /Website can offer visibility to internal talent. Such platform also gives an opportunity for an employee to experiment & demonstrate through his/her skills.
- y. **Company Branding as Best Employer** – Company must participate in authentic surveys which decide great places to work companies. This promotes employer's brand which gives sense of recognition to employees in social life

CONCLUSION:

You may say that what is the relation between all above mentioned factors of Employee Engagement and retention, productivity and finally business performance.

Every company is looking for efficient, skilled, professional workforce who is running the company operations in most optimal way which produces good financial results for the organisation. Employee engagement is important to all organizations for effective strategy execution. This can be executed by creating a better work culture, reducing staff attrition, increasing efficiency / productivity, build better work and customer relationships, and positive impact company profits.

Good compensation, knowledge, skill enhancement, work satisfaction, sense of achievement, exposure to new world, fair treatment, worry free work environment, no office politics, performance-based systems, and all other areas mentioned above are critical for an employee to stay motivated and feel that he is important part of the company. With all these factors he/she feels secure, get a sense of ownership and then he puts his/her 100% while delivering his services to the company. Highly engaged workforce is key for formula for superior results and high performing organisation.

There are many companies who conduct Employee Engagement surveys for many corporates. Employees are given questionnaire and asked questions about their company culture and environment (all above points are covered). Based on the response employee engagement levels are given team wise, division /vertical wise and country /organisation wise. Companies can always reflect and take appropriate actions to improve the EE score next EE survey. It's helpful if company do such survey bi-yearly.

Engaging And Building Resilient Workforce In A Disruptive Business World

Mr. Girinarayan G

Senior HR Leader, Strategic Thinker, OD Consultant, and a Passionate People Leader
Fellow, NIPM and Past Chairman – Karnataka Chapter

I have been in the HR Profession for more than 3 decades. I am quite fortunate to have seen the transition of this profession from where it was and what it is now. Today, there is so much emphasis on this profession, that the focus of HR has become top of every business agenda. During this journey I have witnessed few business slowdowns. Under all these circumstances, the businesses were able to bounce back to normalcy relatively in a reasonable period of time. The best part of such slowdowns was that the burden on people was very minimal.

However, the magnitude of the impact of Covid 19 was massive. It has not only impacted the business in a big way, but also affected the mental health and well-being of the employees. It led to severe health and humanitarian crisis. Many employees had to encounter high level of anxiety, worry, instability, shocks, distress etc. India, like most of the world, was caught unaware when the pandemic erupted. The crisis situation took longer time for its revival. Many businesses did not understand the degree of the impact and as such their responses to the Pandemic was more reactive in nature.

In my view, there are two important takeaways from the Pandemic:

1. Humanness in Organization was the topmost priority with the focus on Physical Health, Mental Health, Wellbeing and Safety for employees
2. Leveraging Technology from ‘Nice to have’ to ‘Transformational driver’ for business success and integrate it effectively for engaging employees to enhance the Productivity

Post Covid Era

Its almost 3 years now. The scars left by all the three waves seems to be healing slowly. It is a positive sign for the recovery of economy and businesses to come out of the woods. The learning from the pandemic has made the businesses to undertake adequate measures to protect themselves from any potential crash in future. Many Companies had to rethink and relook at their business model. It helped them to rework on inequalities in the existing system and exposed them to identify cracks and rectify the same. As a first step, many businesses have revisited their emergency preparedness plan. The second step is that, People have become primary focus than ever for the business success.

Remember future is going to be the Voice of the Youth

India is one of the youngest populations in the World, which is most valuable asset for the country. As more younger generations join the workforce, India's demographic dividend will be a key factor that is expected to propel economic growth. Therefore, future is going to be the Voice of the Youth.

As we move forward, it becomes increasingly important for the businesses to motivate, engage and retain this young generation, who will eventually replace more than 70% of the baby boomers. This

young generation work with their own values and attitudes. Their mindset focuses on demanding needs with high achievement orientation. They have the ability to increase innovation, productivity, while reducing costs. Some of their characteristics are that they are very passionate, career focused, future-oriented, ready to contribute and opportunity-driven. They are already making their own mark in the Corporate World. They remain optimistic in the midst of the any economic turmoil and look at challenge as an opportunity. Managing their expectations will be a one of the key focus areas for HR.

Highly Rest Less Generation

For Organizations, understanding this young generation is very important. One of the most distinctive features of this young generation is that they are tech savvies. They are deeply immersed in technology, grew up with digital media and are always connected 24/7. Their perception about the work is totally different. Unlike, Baby Boomers they expect the work to accommodate their personal life. They value their time and a flexible work environment. At work they prefer meaningful, challenging and career-oriented assignments. They seek autonomy and authenticity and always strive to come out with worthwhile performance. They expect their work experience to be personalized and expect immediate feedback with rewards and praise.

One thing is for sure. This young workforce is “Highly Restless” generation. At work, they seek greater opportunities and responsibilities. They express their opinions freely. Therefore, the Organizations now need to change the way in which they attract, develop, motivate, engage and retain this workforce. Remember this young generation is more loyal to their profession than to the Companies which they work for.

What drives employee engagement

Engagement is all about psychological commitment. It is the strength of physical, mental and emotional connection of employees with the Organization, an experience created by the Leaders in the Organizations. It’s therefore, essential for organizations to create a workplace where engagement is very strong. One of the biggest challenges that companies facing are as to how they could maximize Employee value proposition and increase the productivity to the maximum level.

Certainly, employee engagement is a complex concept, with many factors influencing engagement levels. Consequently, there are many pathways to foster engagement, while each company may be defining it differently for their own benefits. Ultimately, the key to success for an effective engagement will be rooted in the flexibility of approach most appropriate adopted by the Organizations. Thus, it is necessary for the Companies to focus on complete involvement of their employees at workplace. This involvement will lead to commitment and will exhibit the right behaviors to achieve the desired outcome.

In a Harvard Business Review Analytic Services report, (by Quantum Workplace), 92% of executives surveyed say that the engaged employees perform better. More than 56% say they have achieved positive ROI from engagement efforts. Further, it also shows that 62% of employees have achieved positive results from its investments in employee engagement. According to Gallup’s

State of the Global Workplace Report, employees who are actively disengaged cost the world \$7.8 trillion in lost productivity.

One more study (sources unknown) on the needs engaging young generation. The following are the key drivers for engaging this young workforce:

- Career development with multiple experiences
- Sense of purpose and meaning at work
- Availability and access to mentors across the company
- Work-life flexibility
- Tech-savvy work environment
- Open and honest communication from the Organization
- Opportunities for personal growth
- Hones feedback, Rewards and Praise

“Percentage of time people feel positive emotions at workplace determines the likely hood of their stay” – Yale Study

Customer Care and Employee Care goes in Hand in Hand

Researches have shown that employee engagement does have a direct correlation on the customer engagement. If you want your business to succeed, you must let your employees to love their workplace. Employees who are engaged, aligned with their organization’s mission, and valued for their contributions, produce more, stay longer, and feel a sense of pride in what they do. The role of HR is to create an environment where employees feel valued and good about coming to work, deliver a level of service that will build customer loyalty. Losing talented employees costs not only impacts business very high, but also, often costs customers

“Engaged employees create engaged customers -” John H. Fleming.

Engagement is all about creating Trust

In the last three decades of my experience, I have found that the focal point of any engagement in Organizations is the emotional well-being of employees. When employees feel that they are valued and that their well-being are addressed, it will have a direct and positive impact on employee’s loyalty towards the Organization. This can happen only when HR builds and create trust among employees. High levels of engagement will certainly promote individual commitment towards the Organizations. This in turn will foster customer loyalty and improve Organizational performance and add value to the stakeholders. In India with so much of diversity, the effectiveness and efficiency of the employees will depend on how an individual is being treated and motivated. Depending on how an employee is motivated, it will determine the output.

Therefore, HR need to understand their self-motivation that neutralize any emotional upset that might be experienced while working. They need to create an employee experience by connecting them to their role and build cultural strategies where this young generation are committed and want to stay in the Organization for a long term.

'Great Place to work Institute' defines that - trust between managers and employees are the primary defining characteristic of the very best workplace. A great place to work – is a place where employees "trust the people they work for, have pride in what they do, and enjoy the people they work with" and is measured by the quality of the three, interconnected relationships.

I came across a study which reveals that:

- 80% of engaged employees is less likely to leave the Organization
- Will perform up to 20% better than less-engaged employees
- Will be more innovative
- More committed to customers
- Make valuable contributions to their organization
- Consistently go the extra mile and give whole hearted support during turbulent times

HR needs to demonstrate the principle of “Being there for employees when they need them”. Just as we trust a boat man to cross the river to reach the other side, similar should be the role of HR – creating trust and demonstrate the principle of “Being there at their need”.

Role of HR: Giving Personal Touch

Employees are greatest asset to any organization. No matter how efficient the technology it may be, it is no match for the motivation. Ultimately, the way in which HR responds will determine the employee's loyalty towards the Company. HR should play a prominent role in providing emotional support to the employees.

Giving personal touch will indeed motivate the employees and inspire them. It is the force that makes people to do things at full potential and it is an outcome of individual needs being satisfied so that an employee will have an inspiration to achieve the desired result. Emotional bonding with employees will boost the morale of the employees and garner their loyalty. This factor is predominantly, is influenced by the factors such as Company values, Workplace culture, Leadership commitment, Organizational communication, Managerial styles, Trust, Respect etc. Personal touch and emotion-driven response will certainly create an automatic feel of engagement and will lead to sustainable growth and profitability. It is important that the working climate has to reflect that the employer really cares about people.

Gallup's study has shown that only 21% of employees are actively engaged at work. Those “engaged” employees work with passion and feel a strong connection to their company. Stress among the world's workers reached an all-time high. 44% of employees experienced stress a lot of the previous day. Employees who are not engaged, meaning that they go through each workday putting time but no passion into their work.

Therefore, the key role of HR in engaging workforce are:

- Be a Role Model and demonstrate a feeling of “Trust”
- Strengthen the Emotional connect to build bondage
- Create Sense of purpose and meaningful workplace
- Open and honest communication and solicit candid feedback
- Connect with people and be the Voice of the Organization

- Build employees dreams and provide opportunity for learning and growth
- Provide opportunity to think out of box to unleash potential
- Building a culture of praise and recognition
- Provide one-on-one mentoring and coaching
- Hiring based on cultural fit
- Provide right tools and offer necessary training to perform effectively

“When employees feel that they are valued and that their well-being is noticed and nurtured, it can have a direct and positive impact on retention, and loyalty” -

Building Resilient Workforce

My assessment is that the impact and lessons learnt from pandemic is making it necessary to engage and build resilient Workforce for the success of business in future. HR Leaders in Organization should play a lead role to facilitate this process. This encourages and restores confidence among employees and creates a sense of belonging. Needless to say, that HR needs to be in the forefront in engaging and building Resilient Workforce.

It is simple, yet powerful notion that a person’s psychological state has a very strong bearing on Organizational health. It sets forth evidence showing an employee’s, behavior, attitude, emotions in the Organization. In today’s 24/7 global working environment, coupled with job uncertainty, family demands, economic Issues etc., are creating big challenge for employee to balance between work and home life. “Companies are finding that investing in employees’ emotional well-being can mean a healthier bottom line”.

Ways to strengthen Resilience

To strengthen resiliency, the HR leaders in organization should have the self-reliance, confidence, positive attitude and commitment to cope up with the disruption. The key focus for the HR leaders should be as follows:

| <u>Focus areas</u> | <u>Dimensions</u> |
|----------------------------------|---|
| Social and Psychological Factors | <ul style="list-style-type: none"> • Understanding the impact on unemployment in future • Addressing and managing the mental health challenges • Managing the future job demands with optimal resources that is likely to cause more stress • Fostering good social interactions within the teams |
| Workplace Practices | <ul style="list-style-type: none"> • Understanding and managing the impact of attitudes and behaviors of employees at workplace • Strengthening and managing the emotions of Virtual teams • Ensuring consistent flow of information and get the right feedback from employees |
| Organization Culture | <ul style="list-style-type: none"> • Fostering the culture of innovation more effectively • Managing Cultural Norms that needs to be stronger, but flexible |
| Leadership | <ul style="list-style-type: none"> • Reskill, upskill employees across to make sure that they are relevant and able to meet Customers demand • Converting employee experience into customer experience • Ensuring effectiveness of employees who are working from remote locations |

Success Quotient

When you allow this young generation to be involved effectively, they actually feel less stressed by work. The key people skills for the leaders in business today are to do with building trust, respecting others' ideas, opinions and honest communication without blame or judgment. Definitely, young generation want to make a difference and make a valuable contribution. If you want them to care about the customers, you have to care about people. So don't throw people in the water and see how well they swim. HR needs to create an environment where and how this young generation can be heard and can participate. Just as customer loyalty is critical to the long-term success of your business, so too is employee loyalty.

PRESCRIPTION

To me HR's role is like a mother's role. Mother and Children have a best and divine method of expressing emotion through Love. They smile eyes to eyes from the bottom of their heart and express happiness and never hide their feelings. HR should adopt similar focus while engaging and connecting this restless young Generation.

I just shared my experience in my professional journey of over three decades and It's purely my thought.



Employee Engagement

Mr. Malthiyar Ramendra

Principal consultant-
Human Resources and Ph.D.
Scholars from Galgotias University

Ms. Abida Durrany

Professional Assistant,
Galgotias University

Abstract

This research paper highlights the significance of Employee Engagement in the workplace. Does this contribute to the development of the Organization? What actions do firms take in this arena to engage workers in a positive manner, eventually demonstrating the impact on productivity, attrition rate, and other areas? I would like to emphasize that engagement is a crucial key for HR professionals. The attempt is to generate creative concepts to maintain staff interest. When employees are engaged, the viewpoint of the employees and the company as whole changes drastically. Use the intrinsic skill of the personnel and make them understand that organization cares for them.

Employees gain numerous additional attributes, such as teamwork, camaraderie, and adherence to the company's vision and core values, & become a part of a learning organization.

Engaged employees are more innovative and forward-thinking and go the additional mile to finish their tasks. Their happy families give a huge professional boost for the employees.

Keywords

Engaged employees, HR department, Employee value proposition, Engagement survey, productivity.

Purpose of the Study

The main objective of the study is to understand whether Employee engagement helps Organizations in any way or it is just Jargon that HR folks keep throwing around.

Do employers pay the required attention to it? Everyone looks for overall development for their growth. Employee engagement should be considered a very important KRA or event/tool to motivate people, bring them on one platform,

and develop many essential competencies which will be useful in their growth. Good employee engagement goes to the kitchen of the house where families are also involved and be part of their spouse's growth, thereby overall growth of the organization as a whole. This is called an employee value proposition. This topic is ought to be considered as one important chapter in the purview of HR and Management if they would like to see Organizations and employees grow.

Methodology

Using text interpretation, focus groups, and observations, qualitative analysis is used to estimate the construction of a theory.

Introduction & Background

Employee engagement is a crucial activity for keeping employees in any organization flexible and passionate about their work, resulting in increased productivity and morale. The employees' commitment level surges and they are willing to go the additional mile for the company. If all workers are involved in a positive manner, no one can prevent the organization from thriving and advancing alongside people who work in a progressive manner. Individuals or workers also get a great deal in terms of experience and development. It is a win-win scenario for both. The organization must take the initiative to develop desirable employee engagement activities in order to maintain their engagement and maximize their production. The onus is on the organization to provide the necessary engagement programs to make employees feel appreciated so that they stop looking for greener pastures elsewhere. The HR department is responsible for directing these operations and maintaining employee engagement and loyalty. By absorbing the

organization's core values and strategic objectives, engaged workers are always aligned with its purpose and vision.

It is not simple to keep personnel engaged in a positive manner for an extended period of time. To keep each employee motivated and engaged, it is necessary to use distinct metrics, since each employee will have a unique attitude. As a result, the work of the human resources department is extremely vital and crucial, as it deals with human brains.

This will always be a challenging proposition, but human resources must always play the role of the devil's advocate. to evaluate how workers feel about the company and their level of involvement. In order to get balanced, action-oriented data, management hires external companies to conduct employee engagement surveys. The survey result provides the employer with sufficient information to take action. Organizations may determine how engaged are their staff.

Before the next survey, it is now up to the employer to choose the appropriate action plans. In response to employee engagement surveys, the Human Resources department develops numerous engagement activities. In addition, HR receives feedback from employees through various meetings and forums. The department head is an additional source of constructive input.

There are several advantages for an organization when employees are completely engaged.

Highlighting some of them:

1. Motivated employees are willing to go the additional mile to finish any task.
2. Productivity and performance dramatically increase.
3. Employees begin to connect with the purpose, vision, and values of the business. Their performance begins to revolve around

the affirmative assertion, resulting in agile behavior and performance.

4. They like contributing beneficial suggestions to the company.
5. Employees like coming to the office
6. Engagement generates motivation, which in turn generates satisfaction; hence, people choose to remain with the organization and contribute. In these companies, attrition is mostly under control.
7. Improved interpersonal interactions. Workers like spending time with their coworkers and no politicking.
8. The employee value proposition is seen as an essential instrument for boosting employee engagement.
9. Workers participation to numerous cross-functional teams. Everyone looks at the bigger picture.
10. They like volunteering whenever the opportunity arises, and they do not require encouragement to do so.
11. The employees' perspective is quite optimistic, and are always eager to contribute.
12. A welcoming environment is developed
13. People perceive that their efforts are appreciated, which is the greatest motivator.
14. Engaged personnel are constantly forward-looking and constructive.
15. Their focus is always on the bigger picture and wish to grow with the Organization.

Two types of employee engagement tools exist.

- A) A place where no money is invested in the engagement program, yet employees remain motivated and believe it to be the finest place to work.
- B) Where some costs are necessary to keep everyone on the same page in terms of happiness. Both techniques are advantageous for the organization. The employee starts feeling that they are in the right place and in the right hands.

Orientation of a new employee

HR facilitates the smooth transition of new employees in the new location. At the time of joining, the organization takes care of new employees to assist them in settling into their positions and personal life. To aid the family in settling in, the organization provides assistance. The family and staff are supported by providing temporary lodging in a guesthouse or hotel till the family settles down. The employees and the family begin to believe that they have joined the right Organization. The new employee can only perform successfully if everything at home is in order.

A new employee enters an organization, he goes through an induction procedure. The HR department explains the company's policies to him.

Provision of accessories: His sitting arrangement and other equipment, such as computers are organized and provided to him as soon as he joins the organization.

Meeting with superiors and function heads:

The Company's CEO and other departmental heads spend meaningful time with him, which supports and drives him. This provides a picture of the organization's entire culture. The new employee will perceive that everyone in the firm welcomes and acknowledges his arrival. This demonstrates his confidence. It is the same sentiment he shares with his family back home, and they are all pretty pleased with the organization.

HR involvement: HR should continue to take an interest in the overall induction and integration of new employees into the organization until it feels at ease.

Support from the HODs and coworkers:

Ensure that his primary abilities are utilized in a productive manner while allowing him the opportunity to work and express himself. As he is a new employee, other coworkers are available to assist him as necessary. His functions and responsibilities, as well as the

expected outcomes, are clearly outlined in writing. This will provide him with a path to work. Everyone is there to encourage him till he adjusts to the new pitch to bat. All of these are indications of engagement with the new employee, which reflects positively on the organization's culture. The new employee gradually builds connections with the organization and colleagues. He feels very satisfied as Organization looks after him from the day he arrives. Let's discuss the additional employee engagement initiatives that the organization produces and which incurs cost yet are worthwhile. Indeed, this should be viewed as an investment in order to maintain staff engagement and motivation.

A. Growth: The organization must facilitate individual development. Hence, the organization develops a policy that describes the professional growth of its personnel. This enables employees relate to their own progress while also supporting them in working in line with company policies to obtain the desired promotion and advancement.

B. Effective appraisal process: A successful performance evaluation system, followed by a commensurate increment make you feel recognized and appreciated by the management team. Your accomplishments and abilities are acknowledged, which indicates that your contributions are valued. In addition, your area of improvement is identified and the supervisor takes responsibility to fill the gaps appropriately in order to enhance performance.

C. Reward & Recognition (R&R): R&R provides an additional venue for workers to receive recognition and feel connected. They feel as though they are routinely cared for. There are several categories of awards :

- a. Outstanding worker of the year
- b. A valuable suggestions award
- c. Longevity service award
- d. Staff member of the year

There might be several reward schemes to motivate and encourage personnel. Everyone is aware of the well-laid selection process of award systems that are consistent and unambiguous. Workers will target and strive for a specific prize for him on the basis of R&R Policy

Other Engagement Platforms:

There are further programs designed to encourage employee participation in various forums. According to Herzberg's theory of motivation, they are hygiene aspects, but they are equally essential for a worker's development and engagement and acts as motivating factors

Cross-functional Team (CFT): Participation in cross- functional teams This platform encourages employee engagement for a goal, and the team is recognized for this achievement. The team exerts lots of effort to resolve this through researching the topics and participating in group discussions. This is another platform that provides staff engagement and motivation. They feel they have accomplished through e teamwork.

Cultural Programs and Committees: Encourage everyone to participate in sports, festivals, and cultural activities. In this approach, employees are engaged in a variety of activities while working towards a common objective as a team. In doing so, they get experience in event planning and teamwork.

The aforementioned are examples of employee engagement strategies. If employees see that their abilities are being utilized, they are getting opportunities to learn new things, and are being recognized for their contributions to the team, they will overcome any obstacles to attain the goal. They also develop planning and Organizing skills. The organization and department are always available to offer assistance. They not only encourage employees to perform their regular jobs but also encourage them to join other teams. In

fact, the head of the department encourages them to participate in numerous cohorts and represent them as departmental ambassadors. Every employee feels happy and is involved, as they would want to know the answers to the following questions:

- What opportunities does he have in the organization?
- What issues will the firm resolve for them?

Here, it refers to the following factors, which are more crucial to their engagement and happiness at work:

Career Growth: Do they find progress in their career in terms of promotion or enlargement of roles and responsibilities?

Training and Development: Does the organization invest in the growth of its employees? Do they have a defined budget for the planned and learning & development of employees? This will help them to be enriched in their job and become fulfilled and satisfied workers in the future. Hope the organization is not a miser and just discusses work and productivity while ignoring employee development, this will be incredibly discouraging to the employees.

Pay and benefits: Are compensation and benefits competitive with the market? Is there any process for assessing the remuneration and benefits appropriate to the employees? If this is the case, then there will be little or informed disparities. Workers are savvy enough to gain market and salary knowledge and start comparing. They start if the find disparity. Apparently, they will not devote their entire potential to their profession, instead starts seeking opportunities elsewhere. This is a delicate matter. Here, discontent or disengagement will emerge and prove to be the most detrimental. I would propose that this is a very subtle battle that utterly disengages employees. This information spreads like wildfire and develops a highly hostile

environment. In this situation, though, you cannot make everyone pleased, yet all questions and undercurrents must be addressed in order to prevent things from smoldering and becoming explosive.

This again brought to my mind Herzberg's motivation theory. The two elements hypothesis incorporates both the hygiene and the motivational factor. The idea has several workplace applications and benefits. Yet, engagement necessitates that both hygiene and incentive aspects play a role, either individually or in unison.

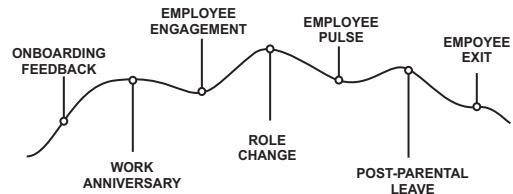
According to Herzberg's hypothesis, employees are demotivated when there are no motivational aspects in the workplace, but they are not displeased in the absence of hygienic factors. But people will be physically demotivated if the system lacks motivational reasons. Employers must handle the sensitive topic of employee engagement. It is analogous to a value proposition for employees in the workplace, which will incorporate both components of Herzberg's theory. You can never predict what may alienate people. An employee satisfaction survey is a useful tool for identifying deficiencies and gaps for organizations to take corrective action. Companies are on their toes to continually assess their workers and devise inventive means to keep them engaged and motivated. Motivation and hygiene factors work hand in hand to maintain employee engagement and participation.

One of the most effective engagement factors is derived from the employee experience data, or the employee value proposition. What employees at all levels of an organization feel from the day they join until the day they depart? With a comprehensive perspective of each lifecycle touchpoint, the Employee Satisfaction Survey makes it simple to measure and integrate insights throughout the full employee life cycle, from recruiting to separation. See full workforce health and

engagement statistics in real-time and have essential employee data automatically populated into a single dashboard.

These are some employee engagement and value propositions that every employee anticipates while remaining with the organization.

With Qualtrics, you can increase engagement and eliminate unwarranted churn (from Google)



The assistance of employee experience and feedback at frequent intervals will improve interactions. A dashboard may be created to make this information more accessible, followed by action points. Engagement always entails feedback and employee experience, thus the employee voice is the most important factor in making engagement work.

Engagement is therefore a shared obligation that should not fall under the jurisdiction of HR only. It is true that HR generates several new activities and ideas for the organization with the aid of internal debates and input from a different sources. The departments should also take responsibility for engagement. Employee engagement will go extremely well when those in leadership positions participate in unison. It should be evaluated internally to assist HR personnel in rethinking the feedback they receive, in addition to ESS comments. This is easier said than done, but management must do additional efforts to ensure that people are engaged and motivated to work with excitement.

A futuristic-looking organization will create organizational engagement programs based on employees' feedback from different quarters and develop an action plan. Companies recognize that workers are the backbone of any

industry. Hence, they should be seen differently, and a large portion of the engagement strategy should focus on ensuring their satisfaction. Being the "eye" and "ear" of the business, the department of human resources plays a crucial function. HR should get data from peer Organizations that can be comprehended in order to get better engagement practices occurring elsewhere. This is vitally crucial from a survival standpoint.

So, the more data better it is. It should be analyzed on a regular basis through the lens of their employees. This helps the organization to enhance the engagement plan/score. There are several technologies available for measuring employee engagement and displaying the results to the company. Companies are using these ready-made tools to determine their employee engagement ratings and then use the results to improve for the future.

FINDINGS

I found various schools of thought on this topic:

a. Many Organization considers this an

important tool for the success of their organizations but lacks innovative ideas for doing it.

b. Organizations consider it an "Employee value proposition" and give due recognition to it. They keep a separate budget for this. These are successful Organizations and by and large, people are satisfied and motivated while willingly getting connected to the Organization. The result is that they spend many years in the Organizations and grow with them

c. Some organizations are in the old school of thought and take time to understand this. My advice is that they should understand quickly in order to survive in the cut-throat competition

But overall, most Industries have started giving due importance to it and work favorably toward it with the help of HR. Their personal involvement is also witnessed and this is a very good sign. The employee value proposition and experience are important aspects for Organizations in this fast-growing VUCA world.

CONCLUSION :

Employee engagement is the name of the game today for any forward-thinking organization that wishes to flourish and remain competitive in the marketplace for an extended period of time. They modify their rules and engagement activities in response to employee feedback, but only if the feedback is meritorious. Idealistically, organizations should undertake employee engagement surveys on a regular, while ensuring that previous gaps are filled. Employers must take action based on the results of employee engagement; failing to do so might result in employee churn, especially in critical positions, which no organization can afford.

Companies are respected and well-known in the market if they maintain employee engagement and customer satisfaction. Aspirants will seek employment in these organizations where employees' views are acknowledged and cared for properly. People discuss the culture of any business in the market. Mouth-to-mouth advertisement is crucial and may make or break a company's reputation in the market. Thus, the significance of employee engagement cannot be minimized in this ruthless and increasing talent shortage market rivalry.

I hope my research paper kept you all interested and engaged. I have attempted to provide inputs and insights from the perspective of employees that influence their decision to "remain in" or "stay out" of a partnership. Employees nowadays seek holistic growth, and Employee engagement emerges as the most crucial instrument for every organization. Several firms, particularly in the service industry, have a department whose only responsibility is to create and design employee engagement programs.

REFERENCES :

1. Lemon L, Review CB-PR, 2022 undefined. Ethics of care in action: Overview of holistic framework with application to employee engagement. Elsevier [Internet]. [cited 2023 Feb 23]; Available from: <https://www.sciencedirect.com/science/article/pii/S036381112200087>
2. Review AS-HRM, 2022 undefined. Caring human resources management and employee engagement. Elsevier [Internet]. [cited 2023 Feb 23]; Available from: <https://www.sciencedirect.com/science/article/pii/S1053482221000140>
3. Boccoli G, Gastaldi L, of MC-IJ, 2023 undefined. The evolution of employee engagement: Towards a social and contextual construct for balancing individual performance and wellbeing dynamically. Wiley Online Libr [Internet]. 2022 Jan 1 [cited 2023 Feb 23];25(1):75–98. Available from: <https://onlinelibrary.wiley.com/doi/abs/10.1111/ijmr.12304>
4. Management HM-GR of HR, 2022 undefined. Analysis of The Effect of Organizational Justice, Work life Balance on Employee Engagement and Turnover Intention. goldenratio.id [Internet]. 2022 [cited 2023 Feb 23];2(2). Available from: <https://hp/grhrm/article/view/169>
5. Minh Ha Ho Chi N, Vinh Luan Ho Chi N, Minh Nguyen H, Chi Minh City H, Vinh Nguyen L. Employer attractiveness, employee engagement and employee performance. emerald.com [Internet]. 2022 [cited 2023 Feb 23]; Available from: <https://ontent/doi/10.1108/IJPPM-04-2021-0232/full/html>
6. Yadav A, Pandita D, Singh S. Work-life integration, job contentment, employee engagement and its impact on organizational effectiveness: a systematic literature review. Ind Commer Train. 2022 Jun 24;54(3):509–27.
7. Haralayya B, HARALAYYA Hod B, Professor A. Employee Engagement at Kharanja Industry Pvt Ltd Humanbad. researchgate.net [Internet]. 2022 [cited 2023 Feb 23]; Available from: https://eprints.hrharalayya.com/publication/359186858_Employee_Engagement_at_Kharanja_Industry_Pvt_Ltd_Humanbad/links/622c415ba39db062db95e60a/Employee-Engagement-at-Kharanja-Industry-Pvt-Ltd-Humanbad.pdf



Developing Employee Engagement Empowering Diverse Workforce

Mr. Sushilkumar Warkar
Lead HR
Mahindra & Mahindra Limited

Ms. Dipika Patil Lathkar
Director
SSIG Mfg. Advancements Pvt. Ltd.

Abstract

We are living in a world with infinite possibilities. The level of shift happening and at the frequency with which we can see changes coming in our day-to-day pattern of work seems to be very dynamic. The changing world is now focused on customization of needs. One will consider a particular aspect only if it has something to offer your better. The markets are looking forward for the different ways the task is executed. One should always seek the best possible way to deliver and should also bring an extra mile delivery. Considering the same with employee engagement. The traditional spectacles of employee engagement now do not exist at all.

Employees want to have a better level of engagement with the organization. If the employee finds it difficult to settle with organizations definition with engagement, then they tend to be disengaged leading to low productivity, disconnect, lag in ownership and commitment. In broader prospect all these can damage business very effortlessly. The solution towards this is create high level on engagement which would drive workforce to deliver the best, partnering them to ensure productivity and commitment. This can be only achieved through different level of engagement plan consider the type of workforce.

Driving such engagement initiatives would be difficult since it would take gigantic efforts. Ensuring the delivery of such effort further would be even a bigger challenge but customizing these initiatives basis the diverse group will create a sense of liveliness in the ecosystem.

The authors through this article have highlighted the different ways through which customization of employee engagement

initiatives for employees can help build a culture of collaboration, help to drive productivity, and induce ownership within the employee in an organization. Going forward we can also witness that this way of thinking would be very crucial of future workforce and would have its wining implication towards the new generation workforce.

The deliverables from highly engaged employee would always drive the difference in an organization. This in larger terms would make organization market competent, sustainable, and will own its spirit to bring change in the society creating transformation. Thus, engagement not only bring synergy to develop but also provides enormous rigor to grow, develop and drive the way an organization should work or tend to work.

Keywords: Employee Engagement, Diverse Workforce, Customization, Sustainable, Collaboration, Ecosystem, Talent Life Cycle.

Introduction:

Employee engagement concept was introduced by William Kahn (an American Sociologist) 25 years ago. According to him Employee Engagement is an idea of 'Individual/Employee having/showing intense psychological connection with work'. Employees at workplace have different roles assigned to them such CEO, Manager, Executive etc with a defined set of goals which is similar to roles they play in their personal lives as Grandparents, Parents, Siblings etc.

Individuals play their role to perfection only when they feel motivated and engaged. Engaged employees feel emotionally and mentally connected with the organization and hence, they give their best while performing the

role assigned to them as well as motivate and inspire their team members/peers to give out their best performance.

Same ideology also gets reflected in Simon Sinek (American author and Inspirational Speaker) phrase which says that “When people are financially invested, they expect some kind of return but When people are psychologically invested or involved, they want to contribute towards the growth of the organization.”

In today’s competitive world with disruptive technologies influencing and transforming how organization’s function, the key to Organization’s growth is its unique value congruent culture and diverse workforce they have employed. Diversity in workforce acknowledges the individual strengths of each employee and the potential they bring, thereby making it an important asset for the organization. We as HR professionals need to devise proper employee engagement strategies to properly nurture, manage and develop this diverse workforce amidst challenges that we face such as conflicting expectations, paradoxical demands, diversity in goals and dynamicity in aspirations.

A highly engaged diverse workforce can help create a Sustained Competitive Advantage for the organization. As we all know ‘One Size Does Not Fit All’, for keeping diverse workforce engaged through their entire Talent Life Cycle we need to understand their needs and devise strategies which can be customized to their needs. Hence, in this research article our focus is on understanding employee engagement needs in relation to different phases of Talent Life Cycle and proposing employee engagement practices which can be curated to their needs.

A. People First Culture:

The factor of people first is very important and crucial when the consider the employee engagement. Since it is the core of the entire drive which bring everyone to common understanding and leads to align the organization goals and individual goal leading to strong sense of connect between

organization and the employee.

People first comes with the priorities and help the organization to perform better under any adverse situation leading to the potential of the organization to grow during the long term and specifically during the times of crisis.

B. Work Life Balance:

Work life balance is one of the most important parameters especially for new generation which are coming to work. The work life balance plays very important role and help to ensure that employee feel that he can balance his professional life and personal life both. The synchronization of both can leading to employee performing very well in each aspect and delivering the best.

Work life balance helps employee to develop a stable thought process, improved sense of connect with the organization and enhance his ability to deliver extra mile for the organization.

C. Diversity and Inclusion at Workplace:

Diverse and inclusive workplace can create miracle but a very special emphasis on the factor which can impact the efficiency of this is engagement. So, customization of the engagement initiative should be done to take accountability of the diversity. Let it be gender, age, culture, and geographic location.

The collaboration and openness to one’s view is also point which needs to be considered in the entire action plan and hence making extra miles efforts for tailor made engagement initiatives would be value adding to the organizations.

D. Leadership Viewpoint:

Leadership viewpoint is the soul of entire engagement process. The more top leaders consider it as important part of the organization. The more you can see it growing with the employees. It should be strongly reflected from the top leaders

during their communication.

The critical essence to the employee engagement should always be focused by senior leader and this would automatically drill down till the last level.

E. Use of Technology in Engagement:

Now a day we have huge data floating in and around us. This data can be used strongly to customize the need and then deliver the best-in-class employee engagement initiatives. The data not only help to identify the root cause but also support with the driving factor which can reboot the entire ecosystem.

Thus, the special attention should always be provided on using the data as one of the very crucial tools for the employee engagement.

Literature Review:

The authors of this article have gone through various books, articles, news-paper, research, and internet blogs to understand the overall trends of the employee engagement. The authors have gained insight through continuous understanding of various imperatives which are consider at the highest priority during the entire study. The employee engagement being one of the most empowering factor toward enhancing employee productivity subsequently ample research material is available. A huge data and insight on various web platform have helped to gain better linkage between the studied details and making their interpretation.

The book "Employee Engagement: A Practical Introduction" by author Emma Bridger has defined a brief insight on the practical implication and how various employee engagement imperatives can help to develop and nurture progressive work culture. The content of the book has helped to understand that we must take into consideration the employee perception before ensuring any employee engagement initiative.

The author has briefed about the extent to which an individual is involved in the business can impact the commitment of that person. The more committed person would deliver far better

than a person who has no commitment towards the organization.

The authors of this article have also referred "Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage" written by Scott A. Young, William H. Macey, Karen M. Barbera and Benjamin Schneider. The book has a wonderful blend of practical advice and tools for employee engagement. This book highlights the definition of employee engagement and relates it with concepts like satisfaction and commitment. It also includes various practices to improve upon the level of engagements. The though process of manager and the certain important point of communication for managers to increase employee engagement into their functional areas. The section with precise focus on issues of work life balance and its relationship with employee engagement is also being addressed.

Authors have also referred "The Employee Engagement Mindset" by Tim Clark. The idea of connecting, shaping, learning, stretching, achieving and contributing is one of the major concepts which is being described by Timothy Clark. These ideas could help and deliver better experience and has systematic implementation of employee engagement imperatives. The various news articles and blog on the internet have helped to understand the current trends of the employee engagement. Since, now most of employment is tending towards Gen Z. Internet blog are very important to understand the way how Gen Z perceives employee engagement. The way new generation thinks about the employee engagement versus the Gen Y and Gen X seem to be very different. Thus, understanding this prospect is very important to make this article reliable.

Research Methodology:

The authors of the article have done primary research and secondary research for content creation of this article. We have used purposive sampling technique to collect the primary data which is majorly collected from key stakeholders such as people in Leadership position, HR professionals, Working professionals and Final

Year Engineering students using a questionnaire to understand their perspective on Employee Engagement POST COVID, and Business transformation brought by use of various evolving technologies at workplace. We have gathered data from more than 50 people who are working in Leadership position and as HR professionals because these are the key people who devise and implement employee engagement strategies / policies respectively. We have also collected data from more than 100 working professionals to measure their engagement levels on various parameters and understand top 3 drivers which have helped them to stay engaged. We have collected data from more than 700 Students of Final Year Engineering to understand their perspective and key drivers which would help them keep engaged when they start their corporate journey as professionals.

Data Analysis and Interpretation:

The authors of the research paper have selected three different questionnaires to analyze the data the first one was meant to collect responses from Students and their prospects for future

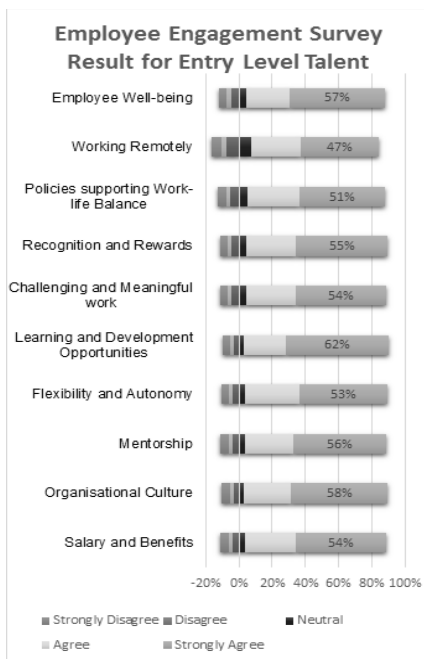


Fig.1.0 (Responses from entry Level Talent)

workplace where they will be working. The second questionnaire was shared with professional who have been working for several year in various organization. The third questionnaire was meant for Leadership & Strategic roles. The data is then being analyzed consider all different aspect and their expectation in terms of employee engagement.

Major data analysis from the questionnaire shared with entry level talent are as per Engagement Factors that would help these New Hires to be Engaged. The lead factor considered are—Learning & Development opportunities, supportive, positive, innovative Organizational Culture and policies focused on Employee (Mental, Physical and Emotional) Well-Being. Organizations having above factors institutionalized in their system are likely to be the first choice for these Entry Level Talent Pool.

The second set of questionnaires focused on working professional and the major observation for the same as per Fig 2.0 (Responses from Working Professionals)

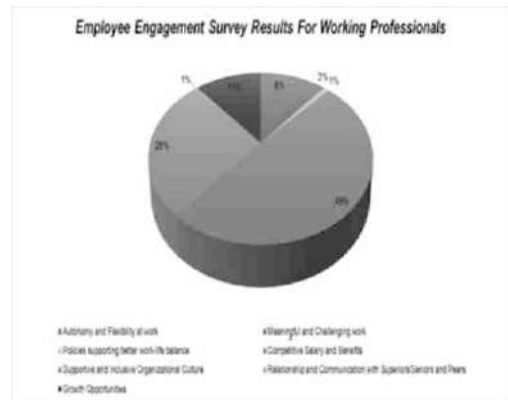


Fig 2.0 - Responses from Working Professionals

Survey for Working Professionals indicated that Competitive Salary and Benefits is one of the key driving forces which helps or has helped keep Employees Engaged. Supportive and Inclusive Organizational Culture and Growth

Opportunities that employees are offered too impacts Employee Engagement Levels. Organizations having devised attractive Compensation and Benefit policy, Supportive Organizational Culture and providing Growth Avenues to their employees are likely to have their employees more engaged and productive. The researchers also focused on part of Leadership and HR prospective for employee engagement as described in Fig 3.0 (Responses from Working Professionals)



Fig 3.0 -Responses from Working Professionals

Survey indicated Leadership position and HR professionals that Organizational Culture, providing career advancement opportunities &

fostering positive relationship along with transparency in communication are key driving factors for Employees Engagement.

Organizations having supportive and positive culture, policies & initiatives providing professional development avenues to their employees are likely to experience higher employee engagement levels. Organizations essentially need to practice deep penetration of company vision/goals, performance & align individual goals to employees in building trust and sense of inclusivity amongst their employees.

Proposed Framework:

The authors of this article have developed a framework which could be essentially helping the organizations to build engaged work culture. The model includes layered structure in pyramid shape. Various layers have impact on different type of workforce which can help to channelize engagement drives and lead the organizations to achieve the best possible results.

Foundation Object:

The layer is the core for every employee, and it has organization culture as the inseparable part of the employee engagement.

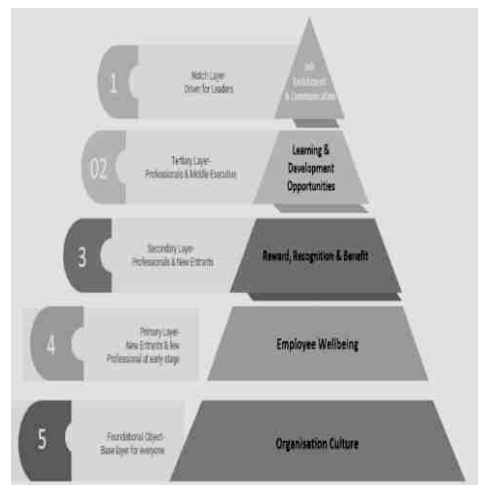


Fig: 4.0 -Framework for Effective Employee Engagement at different career stages.

Let it be a new entrant, professional with several years of work experience or a leader. The organization culture drives everyone and engages everyone towards itself.

Primary Layer:

Primary Layer is very important for the professional and the new entrants since it has wellbeing as the offering. Wellbeing in today's world has really gained its importance. Let it be in any terms physical, mental, or social wellbeing They all play an inseparable role for the engagement level of employees in the organization.

Secondary Layer:

This layer deals with reward and benefit part of the organization. The reward, recognition and benefit play a vital role in the engagement of new entrants and thus support their psychological engagement providing the best result from the employees.

Secondary level has a strong impact, and it also gives sense of belongingness to the employees for their contribution toward the organization.

Tertiary Layer:

Learning and development opportunities are some one always looks forward and it creates a

sense of growth in the employees. The engagement is layered mostly for leadership & professionals. New learning avenues and development opportunities have significant impact on the engagement level of the employees in the organization.

Notch Layer:

The top layer management and the leadership level employees have the influence on notch layer. The notch layer in about job enrichment & communication. That give the leaders their motivation towards work and keep them engaged and deliver the best.

The notch layer has multiple factors considering the size of the business, sector, and overall organizational dynamics. It binds the leader's commitment toward the organization and hence is one of the most important layers in the framework.

This framework if sensed through microscope of different organizations would help significantly in increasing the employee engagement scores and thus help the organizations to flourish through high level of commitment from the employees.

CONCLUSION:

In today's world of disruption employee engagement is a real challenge. The employees will deliver the best if they feel connected with the organization and own their domain of expertise.

To make it happen the organization must strive and deliver the best to its employees.

The organization with high employee engagement have a competitive benefit over the other organizations.

Now the market has tuned from employers' market to employee market. The era of attrition has taught us that its employees who will decide the fate of the organization and not the organization deciding fate of the employees. More avenues to create quality talent and retaining this talent has become the buzz word. For Entry Level Talent, planning pre-engagement program which involves getting them acquainted with Organization policies, Value System, and providing them Virtual Trainings so that they have required skill set to do their job efficiently is must for organizations to attract right Talent pool, invest in developing Potential Talent Pool In house and promote diversity in the workforce.

The retention would only be possible with providing the best culture to the employees. The culture not only include good pay scales but wellbeing of the employees, social benefits, learning opportunities, reward and recognition and job enrichment.

The employees will feel sense of ownership only when the organization will provide a strong magnetic field of empathy. This empathy means belongingness of the employees with the organization. The psychological connect of the employee with the organization hold the maximum importance and nothing can be best offered to the employees who has strong sense of bonding with the organization.

The organizations now not only need to focus on their profit margins but also must include the employee engagement margins to be one of the market leaders.

BIBLIOGRAPHY:

1. <https://talentcultures.com>
2. <https://www.hrexaminers.com/>
3. <https://www.talentHR.com>
4. <https://www.hrzoneindia.com/>
5. Employee Engagement: A Practical Introduction - Emma Bridger
6. Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage - William H. Macey, Benjamin Schneider, Karen M. Barbera & Scott A. Young
7. The Employee Engagement Mindset- Tim Clark
8. Lokmat Times, Times of India, Sakal Times, Mint and local newspapers.
9. <https://www.Bonfyreapp.com>
10. <https://www.Glassdoor.com>
11. <https://in.linkedin.com/>



Role of trust as a Mediator between Knowledge sharing and organisational effectiveness: Insights into Higher Educational Institutions of Assam

Dr. Samrat Bharadwaj

Assistant Professor, Department of Commerce,
Digboi College, Itavata-786171, Digboi,
Dist. Tinsukia, Assam, India

Dr. Pranjal Bezborah

Professor (Retd.), Department
of Commerce, Dibrugarh University,
Dibrugarh-786004,.

Abstract

This study intends to assess the mediating effect of trust on the relationships between academicians' knowledge-sharing behavior and their external and internal efficiency at higher education institutions. 385 regular sanctioned college instructors from 11 colleges in Assam were administered a standardized questionnaire. The proposed study framework is studied using Structural Equation Modelling and Mediation Analysis. Assam's 385 regularly sanctioned college teachers are surveyed utilizing the snowball method of data collection. Regression analysis and mediation analyses demonstrate that information sharing has a positive effect on the variables and that there is partial mediation between the causal and outcome factors. As the first study of its kind to establish a relationship between the hypothesized variables, this investigation contributes to the dearth of pertinent literature in the context domain.

Keywords: Assam, Higher Education, College Teachers, Trust, Knowledge sharing.

Introduction

Educational institutes serve a vital role in all the societies. India's higher education system has the third-highest number of students enrolled worldwide, after China and the United States of America. The status of India as one of the world's foremost cultural and academic hubs will grow rapidly in the next decades. There is a growing public concern about the quality of higher education programs, as well as the public reviews and international rankings of such schools, as higher education systems expand and diversify. On the other hand, these comparisons have a propensity to place an

excessive amount of emphasis on research, viewing the performance of research as a measurement of the value of the institution. If these methods are unsuccessful in addressing the issue of teaching quality, it is in part owing to the difficulty of determining how good a teacher is (Hernard, 2008) Throughout its history, India has been known as a land of students and teachers.

Taxila, Nalanda, and Vikramshila were three of India's most illustrious universities from India's bygone era, when the country was known for its intellectuals and academic institutions. Both the federal government and state governments are putting a strong emphasis on the expansion of higher education, which includes growing the number of institutions and colleges. This is done in an effort to cultivate talent. It is beyond reasonable dispute that the private sector in India has significantly contributed to the development of India's educational system. There is no sense of rivalry between the public and private sectors of India's education system; rather, they work together. There has been a substantial increase in the number of universities, university-level institutions, and colleges in India since the country gained independence. That the 'Right to Education Act,' which mandates school attendance for all children aged 6 to 14, has had such a profound impact can be seen in the meteoric spike in enrolment over the past four years. Significant progress has been made in this field of research as a direct result of the involvement of the corporate sector in higher education. At the moment, the private sector in India is responsible for funding over sixty percent of India's educational establishments at the higher education level. This has sped the establishment

of colleges formed during the course of the past decade, which has resulted in India becoming the country with the most Higher Education institutions and the second-highest student enrolments in the world (Shaguri, 2013). From a low of 20 in 1950, there are now 677 colleges and universities, a 34-fold increase. Despite these numbers, a small percentage of these schools have been ranked among the world's top by international education rating agencies. Moreover, India has not been successful in creating top-tier academic institutions. As flawed as it is, India's higher education system is in a good spot to take advantage of opportunities and carve out a special place for itself internationally. However, it necessitates a more open and responsible approach to education, a rethinking of the function of postsecondary institutions in the new millennium, and a rise in empirical studies of how people learn. If India continues to send its highly skilled workers abroad, it will have little trouble making the leap from developing to developed nation status in the United States.

Theoretical Background & Hypotheses Development

Knowledge sharing takes place when an individual is willing to not only assist but also learn from others in the process of the development of new competencies (Senge, 1998). The term "knowledge sharing behavior" is used to describe the degree to which individuals share strategic knowledge with their co-workers through the process of exchanging knowledge as well as collectively producing new knowledge (van den Hooff Jan A., 2004). This indicates that knowledge sharing is dependent on processes that move in both directions, namely the gift and gathering of information. For example, if an employee has access to fresh information, they will typically discuss it with a co-worker as soon as possible. After that, the information is assimilated by the colleague so that they can improve their capabilities.

Even if the exchange of knowledge is a

conversation in both directions, management still needs to be concerned with whether or not the exchange of knowledge is complete. Full knowledge sharing is when all of the information that is known is disclosed, whereas partial knowledge sharing is when some of the information is not given or only shared to a certain extent because of concerns about confidentiality and risk (Bigley Karlene H., 2001). As a consequence of this, the type and method in which information is shared may be influenced by circum-stances or environmental factors.

Knowledge sharing provides several benefits to the business, and a great number of research agree that it contributes to the effectiveness of the organization, despite the fact that different orientations may approach it differently (Olivera, 2000). Knowledge sharing has been shown to improve employee satisfaction, encourage continuous improvement, and raise a company's potential for innovative thinking (Cardoso Andreia; Peralta, Carlos Ferreira, 2012; Gold Arvind; Segars, Albert H., 2001). There are a number of factors that may be able to facilitate the process of knowledge sharing, and based on the extensive evidence from previous research, trust stands out as the most important factor (Lee Byounggu, 2003). To ensure an active knowledge sharing process, there are a number of factors that may be able to facilitate the process. When talking about the connection between these two things, the researcher discusses Social Exchange Theory (SET). The SET asserts that the cultivation of trust, loyalty, and mutual obligations are the key principles that must be adhered to in order to successfully influence the conduct of other individuals (Cropanzano Zinta S.; Bobocel, D. Ramona; Rupp, Deborah E., 2001). In addition, the SET asserts that particular antecedents in the workplace lead to interpersonal ties, sometimes referred to as social exchange relationships (Cropanzano Zinta S.; Bobocel, D. Ramona; Rupp, Deborah E., 2001). The higher amount of social connection that is being provided to employees will inspire them to engage in more

constructive behavior. The concept of knowledge sharing is relevant to our case. Because identification acts as a motivator, influencing the motivation to share knowledge, and trust has been recognized as an element of social identification, it is possible that social identification can increase the amount of knowledge that is shared (Chiu Meng-Hsiang; Wang, Eric T. G., 2006). It is possible to describe trust either as a dispositional and enduring individual feature or as a relational component between two people, a person and a team, or a person and an organization (Yakovleva Richard R.; Werko, Robert, 2010). Trust can also be defined as a relational component between a person and an organization. Trust was found to have a direct effect on the performance of the business (Davis F. David; Mayer, Roger C.; Tan, Hwee Hoon, 2000), to be a significant determining factor in employee productivity (Mishra Molly A., 1990), and to improve employee problem-solving abilities (Nonaka & Takeuchi, 1995). Because it makes the process of communicating tacit information easier, trust is a vital quality to have. Knowledge can be broken down into two categories: tacit knowledge and explicit knowledge (Nonaka & Takeuchi, 1995). It is not difficult to communicate and record one's acquired knowledge. Included in this category are things like documents, memorandums, emails, and presentation slides. Tacit information, on the other hand, is indelibly imprinted in the mind of the person who possesses it, making it challenging to record and verify (Cross & Baird, 2000). Skills such as problem-solving and analysis are examples of this. As a consequence of this, the company will suffer significant losses when these highly skilled workers leave their positions (i.e., knowledge). The results of a multitude of studies that were conducted with the intention of finding a solution to this problem have shown that the transfer of tacit knowledge may be highly dependent on the degree to which employees are trusted as recipients and sources (Adler, 2000). In addition, Renzl (2008) pointed out that trust makes it easier to share

information since it lessens the anxiety associated with the prospect of having one's value diminished while simultaneously enhancing an individual's desire to have their expertise documented (Renzl, 2008). According to Cummings and Bromiley (1996, p. 303), in order to foster a trustworthy work environment, teams need to (a) make a sincere effort to keep their word on agreements both written and verbal, (b) be forthright in any negotiations leading up to those agreements, and (c) refrain from taking undue advantage of one another (Cummings Philip, 1996). These hypotheses were subsequently proposed by the researcher as a result of the study's findings.

- H1: Knowledge sharing has a positive influence on trust.
- H2: Trust positively influences organisation's external effectiveness.
- H3: Trust positively influences organisation's internal effectiveness.
- H4: Knowledge sharing positively influences organisation's external effectiveness.
- H5: Knowledge sharing positively influences organisation's internal effectiveness.
- H6: Trust mediates the relationship between knowledge sharing and organisation's external effectiveness.
- H7: Trust mediates the relationship between knowledge sharing and organisation's internal effectiveness.

The research model for this study is shown on Fig. 1

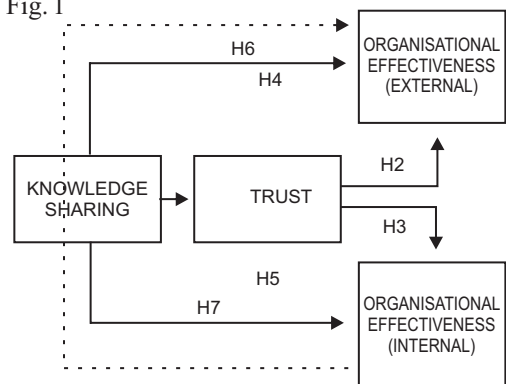


Fig. 1. Research Framework

RESEARCH METHODOLOGY

The researcher gathered responses from college professors in Assam who were employed in normal sanctioned posts by means of a survey that the participants were free to conduct to themselves (India). The formula $n = (p(1-p)z^2)/E^2$, is used to get the required minimum sample size of 384, where n stands for sample size, p stands for population proportion, z stands for z-score, and E stands for margin of error. The level of confidence is 95%, the z-score is 1.96, the margin of error is 5%, and the proportion of the population is 50%. (Bharadwaj and Bezborah, 2021). For convenience, the researcher contacted 400 subjects through snowballing method of data collection of which only 385 questionnaires were found valid for analysis. The survey constituted respondents from 11 provincialized degree colleges from the districts of Tinsukia, Dibrugarh, Sivasagar, Jorhat and Kamrup (M). The research instrument used during the survey comprised of multiple pre-established scales by prior researchers. Initially, to measure the variable of knowledge sharing, a 10-item model created by van den Hooff and de Ridder (2004) (van den Hooff Jan A., 2004) was used. Subsequently, a six-item trust scale established by Lee and Choi (2003) was used to measure trust. Following it, in order to evaluate the organisation's external effectiveness, a seven-item scale designed by Espirito (2001) [as described in (Mussalam, 2011)] was used. Last but not the least, to analyse the organisation's internal effectiveness, a 13-item scale as established by Espirito (2001) [as described (Mussalam, 2011)] was used.

ANALYSIS AND INTERPRETATION

Reliability Test and Descriptive Statistics:

An initial survey with a sample size of thirty college professors was carried out as a pilot project with the purpose of evaluating the reliability as well as validity of the questionnaire. As a direct consequence of this, the Cronbach's Alpha was calculated, which revealed extremely high levels of dependability. All of the measurements that met the

requirement set forth by Lehman & Rourke (2005), Nunnally (1978), and Wells & Wollack (2003), which asserted that the value must be greater than 0.70 in order for it to be considered acceptable, resulted in Cronbach's alpha values that ranged anywhere from 0.834 to 0.917. The requirement specified that the value must be greater than 0.70 in order for it to be considered acceptable.

The results of the reliability test for the variables that were taken into consideration are presented in Table 1.

Table 1: Reliability Test

After determining the average rating of the indicators for every construct, it is then calculated for the various item scales to determine this value. The findings of the descriptive analysis are presented in Table 2, which may be seen below.

Table 2: Descriptive Analysis

According to the findings shown in Table 2, the mean values for all of the variables fall somewhere in the range of 3.00 to 4.00. Knowledge Sharing is at its maximum, while Organization's External Effectiveness is at its lowest among all of these factors. The range makes it quite evident that the majority of respondents selected the middle ground, "Neither Agree nor Disagree," as their preferred response. In addition, the range of the standard deviation, which spans between 0.862 and 1.094, helps to explain why there was a significant amount of variability present within the data set.

The final responses constituted an 96.25% response rate; of which males contributed to 54.33% and females contributed to 45.67%. Around 53.25% of the respondents were under the age of 35, while the remaining 46.75% were below the age group of 60 years. Regarding education, approximately 100% of participants were Master's degree holders and about 61.72% were PhD awardees.

Regression Analysis

The association between Knowledge Sharing, Trust, Organisation’s External Effectiveness and Organisation’s Internal Effectiveness is analysed using simple regression analysis. The results are presented in Table 3 below:

Table 3: Regression Analysis of Knowledge Sharing, Trust, Organisation’s External Effectiveness, Organisation’s Internal Effectiveness

Table 3 shows that Trust ($\beta=0.612, p<0.001$), Organization's External Effectiveness ($\beta=0.129, p<0.001$), and Organization's Internal Effectiveness ($\beta=0.203, p<0.001$) have a substantial and positive relationship with Knowledge Sharing. Additionally, Organization's External Effectiveness ($\beta=0.513, p<0.001$) and Organization's Internal Effectiveness ($\beta=0.223, p<0.01$) are observed to have a positive and significant relationship with Trust. As a result of the studies, it is possible to draw the conclusion that five out of the seven hypotheses that were taken into consideration for this study, namely H1, H2, H3, H4, and H5, are supported.

Meditating Test:

Mediation analysis was conducted to examine whether the element of Trust mediate the role between the Independent Variable viz. Knowledge Sharing and Independent Variables viz. Organisation’s External Effectiveness and Organisation’s Internal Effectiveness. It was conducted for testing the last two proposed hypotheses viz. H6 and H7. PROCESS v3.5 in SPSS was used to run the mediation analysis. Five direct effects (paths a-e) and three indirect effects ($a*b, a*c$) are shown in Figure 2 for the path model.

Path a ($\beta=0.3433, se=0.0312, p<0.001$) reveals that the linked mediation for Trust in light of Knowledge Sharing is positive and statistically significant, as determined by an examination of the mediation model depicted in Figure 4. Path b ($\beta=0.6765, se=0.0814, p<0.001$) subsequently

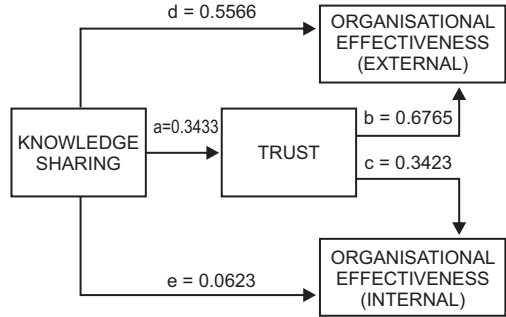


Figure 2: Mediation Analysis

demonstrates that the linked mediation between Trust and Organization's External Effectiveness is similarly positive and statistically significant. Paths c ($\beta=0.3423, se=0.0343, p<0.001$) implies that the linked mediations for each instance are statistically significant and positive. $\beta = 0.2322$ and $\beta = 0.1175$ were determined to be positive and statistically significant for the indirect effects $a*b$ and $a*c$, respectively. The total effect of Knowledge Sharing on Organization's External Effectiveness $d=(\beta=0.5566, se=0.0410, p<0.001)$ and Organization's Internal Effectiveness $e=(\beta=0.0623, se=0.0121, p<0.001)$ is also positive and statistically significant.

Because the mediators contribute significantly to the overall effect, and because the direct effects of the causative variable are also sizable, this situation best exemplifies partial mediation. This can be reported as a case of partial mediation, since Knowledge Sharing's direct effect on the Organization's External and Internal Effectiveness remains significant even after controlling for mediators (the coefficients for Knowledge Sharing decreased from 0.8675 to 0.5566 and 0.5463 to 0.0623). It follows that both H6 and H7 are correct.

FINDINGS, IMPLICATIONS AND CONCLUSION

The current investigation has a variety of implications, both in the theoretical and practical realms. Prior research uncovered the direct impact of the elements that can be applied to assess if knowledge sharing affects organizational success. In this study, the researcher adds a new dimension by exploring the mediating role of trust to explain the level to which these effects exist, as well as their causes and mechanisms. Encouragement, as opposed to force, enhances the behavior of information sharing. Therefore, there are two fundamental approaches to evaluating the behavior of information sharing: the role that personality plays in the sharing of knowledge, and the influence that organizational intervention has on the sharing of knowledge. Since sharing is dependent on internal organizational structures and procedures, so the researcher urged the administrations of undergraduate educational institutions to consider organizational interventions that can encourage knowledge sharing at the staff level. Lam and Lambermont-Ford (2010) proposed that management should encourage employees by providing either intrinsic or extrinsic benefits - in order to achieve the desired outcome of appropriately inspiring employees to exchange information with one another.

This technique would contribute to the development of team spirit and allow the sharing and learning of team members over time. It's possible that, in the long run, management will play a significant part in establishing a culture of trust, which will make him or her more eager to provide information. This study helps to fill a gap in the literature by enhancing our understanding of the function of trust as a mediator in the relationship between information sharing and the external and internal efficacy of educational institutions. This gap was created because our understanding of the function of trust as a mediator in this relationship had been lacking. Researchers have previously argued that information sharing might increase not only employee productivity but also corporate effectiveness. Similarly, the present study's findings suggest that the consequences of information sharing have a considerable effect on the external and internal effectiveness of educational institutions. The findings of the study demonstrated that trust acts as a moderator in the connection between the independent and dependent variables. According to Nonaka and Takuechi (1995), trust is an essential component in the procedure of creating an environment conducive to information exchange in firms, and the most recent facts lend credence to this pattern of behavior.

However, the current study does suffer from a few disadvantages. First, the research was only conducted with college professors as participants in the representative sample, which severely limits its applicability to other fields of work. Second, because the data that was collected was cross-sectional, establishing a causal connection between the variables and the self-administered questionnaire raises the possibility of a bias that is caused by the use of a common technique. Thirdly, because trust is the sole mediator, the study ignores other probable components that have the potential to act as mediators between the independent variable and the causal variable. This is because trust is the only thing that may act as a link between the two variables. Notably, the current research paves the way for future academics and researchers to investigate the effects of other factors on the connection between information sharing and the efficiency of human resource management.

REFERENCES

Adler, P. S. (2000). Market, hierarchy, and trust: The knowledge economy and the future of capitalism. In C. Grey & H. Willmott (Eds.), *Critical Management Studies: A Reader* (pp. 214–234). Oxford University Press.

Baron David A., R. M. . K. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1182. <https://doi.org/10.1037/0022-3514.51.6.1173>

Bharadwaj, S., & Bezborah, D. P. (2021). Decoding Consumer Psychology toward Dietary Supplements: A Mediation analysis between Freebies and Brand Loyalty. *Journal of Food Products Marketing*, 27(4), 173–187. <https://doi.org/10.1080/10454446.2021.1944418>

Bigley Karlene H., G. A. . R. (2001). The Incident Command System: High-Reliability Organizing for Complex and Volatile Task Environments. *Academy of Management Journal*, 44(6), 1281–1299. <https://doi.org/10.2307/3069401>

Bock Robert W.; Kim, Young-Gul; Lee, Jae-Nam, G.-W. Z. (2005). Behavioral intention formation in knowledge sharing: examining the roles of extrinsic motivators, social-psychological factors, and organizational climate. *MIS Quarterly*, 29(1), 87–111. <https://doi.org/10.2307/25148669>

Cardoso Andreia; Peralta, Carlos Ferreira, L. M. (2012). Knowledge management and its critical factors in social economy organizations. *Journal of Knowledge Management*, 16(2), 267–284. <https://doi.org/10.1108/13673271211218861>

Child R. G., J. . M. (2001). ORGANIZATIONS UNFETTERED: ORGANIZATIONAL FORM IN AN INFORMATION- INTENSIVE ECONOMY. *Academy of Management Journal*, 44(6), 1135–1148. <https://doi.org/10.2307/3069393>

Chiu Meng-Hsiang; Wang, Eric T. G., C.-M. H. (2006). Understanding knowledge sharing in virtual communities: an integration of social capital and social cognitive theories. *Decision Support Systems*, 42(3), 1872–1888. <https://doi.org/10.1016/j.dss.2006.04.001>

Chiu Meng-Hsiang; Wang, Eric T. G., C.-M. H. (2006). Understanding knowledge sharing in virtual communities: an integration of social capital and social cognitive theories. *Decision Support Systems*, 42(3), 1872–1888. <https://doi.org/10.1016/j.dss.2006.04.001>

Costa Neil, A. C. A. (2011). Measuring trust in teams: Development and validation of a multifaceted measure of formative and reflective indicators of team trust. *European Journal of Work and Organizational Psychology*, 20(1), 119–154. <https://doi.org/10.1080/13594320903272083>

Cropanzano Zinta S.; Bobocel, D. Ramona; Rupp, Deborah E., R. B. (2001). Moral Virtues, Fairness Heuristics, Social Entities, and Other Denizens of Organizational Justice. *Journal of Vocational Behavior*, 58(2), 164–209. <https://doi.org/10.1006/jvbe.2001.1791>

Cross, R., & Baird, L. (2000). Technology is not enough: Improving performance by building

organizational memory. *Sloan Management Review*, 41(3), 69–78.

Cummings Philip, L. L. . B. (1996). The Organizational Trust Inventory (OTI): Development and validation. In *Trust in Organizations: Frontiers of Theory and Research: Vol. NA (Issue NA)*, pp. 302–330.

<https://doi.org/10.4135/9781452243610.n15>

Davis F. David; Mayer, Roger C.; Tan, Hwee Hoon, J. H. . S. (2000). The trusted general manager and business unit performance: empirical evidence of a competitive advantage. *Strategic Management Journal*, 21(5), 563–576.

[https://doi.org/10.1002/\(sici\)1097-0266\(200005\)21:5<563::aid-smj99>3.0.co;2-0](https://doi.org/10.1002/(sici)1097-0266(200005)21:5<563::aid-smj99>3.0.co;2-0)

Drucker, P. F. (1990). *Managing the Non-Profit Organization*. In NA: Vol. NA (Issue NA). <https://doi.org/NA>

Drucker, P. F. (1995). *Managing in a Time of Great Change*. In NA: Vol. NA (Issue NA). <https://doi.org/NA>

Duque-Zuluaga Ulrike, L. C. . S. (2008). Market orientation and organizational performance in the nonprofit context. Exploring both concepts and the relationship between them. *Journal of Nonprofit & Public Sector Marketing*, 19(2), 25–47.

https://doi.org/10.1300/j054v19n02_02

Fornell David F., C. L. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39–50.

<https://doi.org/10.2307/3151312>

Gold Arvind; Segars, Albert H., A. H. . M. (2001). Knowledge Management: An Organizational Capabilities Perspective. *Journal of Management Information Systems*, 18(1), 185–214.

<https://doi.org/10.1080/07421222.2001.11045669>

Henard, F. (2008). *Learning our Lesson: Review of Quality teaching in Higher Education*.

Lam Jean-Paul, A. L.-F. (2010). Knowledge sharing in organisational contexts: a motivation.*based perspective*. *Journal of Knowledge Management*, 14(1), 51–66.

<https://doi.org/10.1108/13673271011015561>

Lee Byounggu, H. C. (2003). *Knowledge Management Enablers, Processes, and Organizational Performance: An Integrative View and Empirical Examination*. *Journal of Management Information Systems*, 20(1), 179–228.

<https://doi.org/10.1080/07421222.2003.11045756>

Examination. *Journal of Management Information Systems*, 20(1), 179–228.

<https://doi.org/10.1080/07421222.2003.11045756>

Lehman, A., & Rourke, N. O. (2005). *JMP for basic univariate and multivariate statistics a step-by-step guide*. (2nd ed.). SAS Institute Inc, Cary, North Carolina, USA.

<http://books.google.com/books?id=1n1Apuloc0AC&pgis=1>

McEvily Vincenzo; Zaheer, Akbar, B. P. (2003). Trust as an Organizing Principle. *Organization Science*, 14(1), 91–103.

<https://doi.org/10.1287/orsc.14.1.91.12814>

Mishra Molly A., J. M. . M. (1990). Trust in employee/employer relationships: A survey of West Michigan managers. *Public Personnel Management*, 19(4), 443–486. <https://doi.org/10.1177/009102609001900408>

Nonaka, I., & Takeuchi, H. (1995). *The Knowledge-Creating Company*. New York: Oxford University Press.

Nunnally, J. C. (1978). *Psychometric Theory*. New York: McGraw-Hill.

Olivera, F. (2000). Memory Systems In Organizations: An Empirical Investigation Of Mechanisms For Knowledge Collection, Storage And Access. *Journal of Management Studies*, 37(6), 811–832. <https://doi.org/10.1111/1467-6486.00205>

Ragsdell Eva Ortoll; Norris, Michael, G. E. (2014). Knowledge management in the voluntary sector: a focus on sharing project know-how and expertise. *Knowledge Management Research & Practice*, 12(4), 351–361.

<https://doi.org/10.1057/kmrp.2013.21>

Renzl, B. (2008). Trust in management and knowledge sharing: The mediating effects of fear and knowledge documentation. *Omega*, 36(2), 206–220.

<https://doi.org/10.1016/j.omega.2006.06.005>

Sekaran Roger, U. B. (1984). *Research Methods for Business: A Skill Building Approach*. In NA: Vol. NA (Issue NA). <https://doi.org/NA>

Senge, P. (1998). Some thoughts at the boundaries of classical systems dynamics: Structuration and wholism. The 2012 16th International Conference of the System Dynamics Society.

Shaguri, O. R. (2013). Higher Education in India Access, Equity, Quality, EAN World Congress Scholar, Global Access to Postsecondary education.

Sobel, M. E. (1982). Asymptotic Confidence Intervals for Indirect Effects in Structural Equation Models. *Sociological Methodology*, 13(NA), 290-NA. <https://doi.org/10.2307/270723>

Van den Hooff Jan A., B. de R. (2004). Knowledge sharing in context: The influence of organizational commitment, communication climate and CMC use on knowledge sharing. *Journal of Knowledge Management*, 8(6), 117–130.

<https://doi.org/10.1108/13673270410567675>

Wells, C. S., & Wollack, J. A. (2003). *An Instructor's Guide to Understanding Test Reliability. Testing and Evaluation Services*.

<https://testing.wisc.edu/Reliability.pdf>

Yakovleva Richard R.; Werko, Robert, M. R. (2010). Why Do We Trust? Moving Beyond Individual to Dyadic Perceptions. *The Journal of Applied Psychology*, 95(1), 79–91. <https://doi.org/10.1037/a0017102>

Table 1: Reliability test

| Sl. No. | Variable | No. of Items | Cronbach's Alpha | Remarks |
|---------|---------------------------------------|--------------|------------------|-----------|
| 1 | Knowledge Sharing | 10 | 0.947 | Excellent |
| 2 | Trust | 6 | 0.815 | Good |
| 3 | Organisation's External Effectiveness | 7 | 0.885 | Good |
| 4 | Organisation's Internal Effectiveness | 13 | 0.949 | Excellent |

Source: Pilot Survey

Table 2: Descriptive Analysis

| Sl. No. | Variables | No. of Respondents | Minimum | Maximum | Mean | Standard Deviation |
|---------|---------------------------------------|--------------------|---------|---------|------|--------------------|
| 1. | Knowledge Sharing | 385 | 1.00 | 5.00 | 3.44 | 0.851 |
| 2. | Trust | 385 | 1.00 | 5.00 | 3.23 | 1.077 |
| 3. | Organisation's External Effectiveness | 385 | 1.00 | 5.00 | 3.18 | 1.043 |
| 4. | Organisation's Internal Effectiveness | 385 | 1.00 | 5.00 | 3.20 | 0.981 |

Source: Field Survey

Table 3: Regression Analysis of Knowledge Sharing, Trust, Organisation's External Effectiveness, Organisation's Internal Effectiveness

| Sl. No. | Variables | No. of Respondents | β | R ² | t | F | Sig. |
|---------|--|--------------------|----------|----------------|--------|---------|-------|
| 1. | Knowledge Sharing to Trust | 385 | 0.612*** | .512 | 18.966 | 388.564 | 0.000 |
| 2. | Trust to Organisation's External Effectiveness | 385 | 0.513*** | 0.189 | 17.088 | 89.448 | 0.000 |
| 3. | Trust to Organisation's Internal Effectiveness | 385 | 0.223*** | 0.231 | 6.555 | 133.878 | 0.014 |
| 4. | Knowledge Sharing to Organisation's External Effectiveness | 385 | 0.129*** | 0.102 | 2.677 | 79.233 | 0.000 |
| 5. | Knowledge Sharing to Organisation's Internal Effectiveness | 385 | 0.203*** | 0.026 | 5.677 | 6.974 | 0.011 |

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Source: Field Survey



HR Brand Evangelist – A New Change Agent for Improving Employee Engagement

Prof.(Dr.) Arunava Narayan Mukherjee
Principal
Berhampore Science and Management College
Berhampore .Murshidabad,
West Bengal- 742103

Prof. Nilim Manna
Associate Professor & Former Head
Department of BBA
George College of Management and Science
Chakmir , Maheshitala , Kolkata - 700141, West Bengal

Prof. Mousumi Mandal
In Charge Department of BBA
Berhampore Science and Management College
Berhampore .Murshidabad,
West Bengal - 742103

Abstract

The idea of HR brand evangelism is crucial for every firm. It entails aggressively supporting and advertising the employer, building a base of backers, and giving workers the opportunity to participate in the solution. An HR brand evangelist actively engages in praising, promoting, and arguing for the employer's exclusivity to other employees, going beyond merely being a fan of the business. The HR brand evangelist serves as the company's public face and is in charge of promoting a service that touches millions of people. They have a thorough understanding of the subject, high moral standards, and a firm commitment to the brand. They should be actively engaged and dedicated to effecting change, motivating others, building relationships with other staff members, stimulating the conversation, and pursuing the goals of their organisation. This exploratory study attempts to review , consequently identify strategies as to how an enthusiastic employee ought to advocate for the HR brand, develop into an HR brand champion, and be encouraged to recommend their employer to his /her internal or external cliental , infusing sense of engagement in his/ her college for their work .

Key words: Brand Evangelist, Evangelism, Employer branding, Employee engagement

Introduction

In recent years, the idea of HR brand evangelism has gained momentum and is now considered crucial for any organi-zation. Typically, the term "evangelist" refers to someone who persistently and passionately shares his beliefs with others . HR brand evangelists aren't simply happy with their jobs; they cherish them. These individuals are so

pleased about their employer that they are eager to extol its benefits to anybody who will listen and spread the word about it whenever they have the opportunity -nobody even needs to ask them first.

Advocating for and promoting the employer is integral of being an HR brand evangelist. An HR brand evangelist goes above and beyond simply being a fan of the company; he actively engages in praising, promoting, and advocating for the exclusivity of the employer to other staff members [1]. By making the problem clear, creating a community of supporters for the solution's guiding principles, and enabling employees to engage in the solution, he helps to solve the problem. It is the intention to associate the HR brand name with the solution.

If an employer brand is strong enough, the skilled and talented employees will anyway queue up to be hired, which will automatically improve the quality of hiring. Simply to assist in differentiating the corporate brand, HR should have Brand Evangelists. Employees are encouraged to be engaged and give suggestions for everything through HR brand evangelists, who also assist them in staying informed and connected.

The HR brand evangelist serves as the company's public face. When he promotes a product, it immediately reaches the millions of people who pay close attention to what he says [3].

He possesses in-depth knowledge of a certain issue, the authority to talk passionately about it, strong morals, the courage of his convictions, and a strong belief in the brand. He must be prepared to promote the brand and talk sincerely and selflessly about it. He must be devoted to bring about positive changes inside the organisation, be aware of the opportunities that are just around the corner, be willing to put

in the effort to improve, and not be rooted in outdated ways of acting or thinking.

An HR brand evangelist can be both current and prospective employees. They ought to be committed and engaged in bringing about change, rallying people, establishing connections with other staff members, energizing the discussion, and pursuing their organization's objective tenaciously (Vajre, 2018). They should also have a strong sense of commitment and engagement to the one cause that their employer supports.

They ought to engage themselves entirely to the issue at hand, create a group of people who share their passion for finding a solution, and then enlist their help in finding a solution.

The most effective and devoted brand evangelists are typically a company's own employees. Highly engaged employees involve the audience and spread the word about the company and its principles in an informed and comprehensive manner. It has been discovered that employee engagement positively correlates with both organisational performance and individual performance (organisational commitment, positive behavior, etc.). Employees who are engaged in their work feel energetic and productively connected to it, and they believe they are capable of handling the responsibilities of the position. According to studies, engaged workers perform better than their disengaged counterparts. When they feel more psychologically safe and psychologically meaningful at work, as well as when they are more psychologically available, employees are more engaged at work.

A sustainable workload, feelings of control and choice, adequate recognition and reward, a supportive work environment, fairness and justice, and meaningful and valued work are all factors that contribute to job engagement. Workers actively look for meaning in their work, and if employers don't make an effort to give them a sense of purpose, they're likely to leave. In general, people devote more time to their jobs than to other aspects of their life. Only in workplaces where there is a common sense of destiny and purpose that unites individuals on an emotional level and increases their own goals can high levels of engagement be attained.

Due to the resources they receive from their employer, employees feel obligated to invest more of themselves in their role performances. People are more inclined to withhold and disengage from their jobs if the organisation doesn't give these resources. As a result, the amount of mental, emotional, and physical resources that an individual is willing to invest in carrying out their job duties may depend on the financial and socio-emotional resources that they receive from their employer. The only way for businesses to succeed is through emotionally connecting with their consumers and staff.

An enthusiastic employee may end up promoting the HR brand and become an HR brand evangelist. Employees should be commended, acknowledged, and given attention in order to make them delighted and highly engaged.

Employers can thank devoted workers by giving them the opportunity to be highlighted on the company blog, profiled in a case study, or even just by sending them a personal email (HRKatha, 2019). Employees should be encouraged to speak favorably about their company to customers.

When employees are enthusiastic about the company they work for, some of that enthusiasm is immediately transmitted to the clients they interact with.

Why A HR Brand Evangelist is Required?

If you look at websites of companies. Most of them seem to be clones of their competitors. If the logo is replaced, the rest of the website would be indistinguishable, even the content is full of the same few words of corporate-speak words like "vision", "disruption", "passion" etc.

HR should have brand evangelists simply to ensure in differentiating the employer brand. The HR Brand Evangelist should successfully be able to address these questions - What does the company stand for? What makes it a unique place to work for? Who is the idea employee you are looking for? (Bhaduri, 2018)

Conceptual Framework and Operational Algorithm

Making people into "superfans" who will

embrace and spread the brand values is the activity of brand evangelism. According to research, the majority of customers typically obtain new products through recommendations, which represents a significant amount of untapped revenue that no serious company would pass up. The most effective and devoted brand evangelists are typically a company's own employees. Employee evangelists are what they are known as. Highly engaged staff members engage the audience and spread the word about the company and its principles in an informed and comprehensive manner.

Creating Brand Evangelists out of Employees

Employee evangelists can work with a variety of communication tools, but they will mostly use social media in collaboration with the content marketing team. The brand will be promoted by them uploading and sharing content made by the content team, themselves, or other fans, or by educating brand audiences in on-brand conversations. Since social media and the web are currently the platforms best suited for employee evangelism, any company hoping to benefit from it must integrate its evangelism programme with social media content, the marketing division, and the PR team.

Brand Evangelists are individuals who naturally share a company's enthusiasm for its goods and services with new audiences. Often, these individuals are either brand "superfans" or staff members. It is evident that evangelism has power because the average consumer reads reviews before making a purchase decision and trusts user reviews just as much as personal recommendations.

Employees have the best knowledge of the brand, its goods, and services. Also, they have a keen awareness of the company's culture and principles and can explain them with excitement (if brand values and culture are aligned). To find out if anyone in your sector or area has already implemented an employee evangelism scheme and how it has performed thus far, it is crucial to take into consideration conducting a competition analysis. One important driving force for developing an

employee advocacy programme is the realization that, if you don't go down this route, your rivals will. Share of voice is a factor that brands must consider more and more. In order to win the hearts and wallets of their target customers, many businesses have been pouring millions of dollars into external teams over the past few decades. There is no denying that the majority of organisations' workforces may be their loudest advocates for raising brand awareness.

Employee evangelism serves primarily as a form of content marketing since evangelists spread branded information within their personal and professional networks, and it also serves as a form of customer service because they help create communities and address problems. Due to its increased ability to reach more sophisticated and broad audiences than ever before, social media has revolutionised how businesses advertise and provide customer support. This has enabled companies to adopt a variety of strategies for attracting and keeping new clients while fostering a culture of responsive, agile customer care.

One can also encourage brand supporters and employee evangelists to produce original content (also known as user-generated content, or UGC) and upload it to your company's social media pages. This is the perfect scenario for the brand to gain genuine information and start discussions about its core principles and offerings. Employee evangelists can also post reviews on websites and social media. They will be able to provide a fresh, correct perspective on the values that make the firm unique since they will have genuine insight into the company, an understanding of the target audience, and these skills. Businesses must take advantage of online and social media review opportunities. Employee evangelists should promote business culture more widely, positioning the organisation as the industry's top choice.

Glassdoor and Google reviews, which focus on recruiting, will be the most effective of these review venues, while forums devoted to an industry, or a particular product can also be targeted. Evangelists should work closely with the PR team and have access to training on how to write reviews that highlight the

organization's advantages and good culture. Most people consider Google and Glassdoor evaluations to be reliable, and both are great places to publish reviews. It's crucial for building brand recognition and offering social proof for a company, good, or service. Jobseekers read an average of four Glassdoor evaluations before determining whether they want to work for a certain employer. Thus, it is crucial to have a steady stream of reviews that are sincere and encouraging and are written by evangelists. Evangelists play overlapping jobs that include aspects of customer service, PR, and content marketing, so it is clear how valuable they are.

Preconditions Or Approach to Develop an Effective Employee Evangelism Program

Employee evangelism programme needs to go through a number of implementation steps before it is ready for use, therefore preparation is crucial. Businesses must develop well-thought-out, agile strategies based on reliable data and processes in order to maintain and scale their programmes into the future. Let's examine the actions that must be taken in order to develop a programme that is successful and measurable.

a. Check to see if there is already a positive business culture.

The company culture obviously needs to be strong in order to conduct an authentic brand evangelist campaign. Resentment could easily develop if Employee Evangelists are obliged to spread inaccurate material since they are communicating your brand's values, culture, and important messages. Brands need to have clear principles that are authentically expressed in their workplace culture.

b. State your company's goals.

Companies won't accomplish anything with their evangelism programmes if they don't know what they want to accomplish. The goals must be decided, and this is essential.

c. Identify your target market and the brand values you want to convey.

It's crucial to thoroughly understand an audience, and savvy companies will have already developed a consumer persona. This will make it easier to develop a community-building strategy and marketing materials that are tailored to your target market. These resources will be utilised to equip Employee Evangelists with all they require to meet the company's goals.

d. Develop a strategy, specify communication avenues, and establish KPIs.

Businesses can define strategy, communication channels, and KPIs once audience affinities, behaviours, and touchpoints have been identified (Key Performance Indicators). Businesses must focus their efforts on employee/audience interfaces, with social media being the most practical. They must establish KPIs that make it evident whether a strategy is succeeding or failing.

e. Set up your analytical resources.

To gain insights and determine strategy, a company should link its web, social media, and offline audience data. Several SAAS (Software as a Service) tools and software choices are available that will give organisations complete control over their social media operations and access to more detailed audience insights. All these metrics and visualisations will include engagement rate, audience growth, referral traffic, and evangelist performance.

f. Establish Your Social Media Policies

There should be a set of social media policies for every company. This will contain the kinds of conduct, topics, and vocabulary that employees must not use, as well as the terms that employees should use when representing the brand. Setting rules is particularly important in the event of a social media crisis because these situations may easily get out of hand and harm a brand's reputation in the long run. Thus, averting such online disasters is crucial.

g. Identify your Employee Evangelists

It makes sense to choose personnel that are passionate about the brand, have interesting tales to share, and are articulate when doing so. They must, of course, be adept at social media. Companies need to provide their employees a chance to be honest about their thoughts and feelings on the brand. Setting aside time for employees to participate in social media training, where entertaining activities and quizzes can be provided, is a good technique that enables firms to find potential evangelists among their workforce.

h. Providing Rewards for Employee Evangelists

Instead of gifts or cash, the most effective rewards are achievement and empowerment, as well as praise and recognition. Making a fun plan and encouraging friendly competition may improve Evangelist performance.

i Deliver branded material and assets to evangelists.

Employee Evangelists must remain in regular contact with content marketing teams. The Evangelists will need to be given access to personalised, targeted information, which is essential for building online communities and brand recognition. Workers are encouraged to post content from the company's social media profiles, but they are also provided access to content that has been specially adjusted with relation to company objectives for Employee Evangelism.

ii. On social media, promote your evangelists and other staff members.

Employee evangelists appreciate being recognised for their work. By recognising or rewarding good performance, it's crucial to foster a desire to participate in the programme and in the brand's social efforts.

iii. Conduct regular social media training as a requirement

Since they are concerned that employees may step outside the bounds or produce

content that is inconsistent with the brand's values, some firms are reluctant to encourage employee participation on social media. Because of this, it's crucial to cooperate with the marketing division and create a set of social media policies. However, effective training might help reduce any dangers. recognised for their work. By recognising or rewarding good performance, it's crucial to foster a desire to participate in the programme and in the brand's social efforts.

iii. Conduct regular social media training as a requirement

Since they are concerned that employees may step outside the bounds or produce content that is inconsistent with the brand's values, some firms are reluctant to encourage employee participation on social media. Because of this, it's crucial to cooperate with the marketing division and create a set of social media policies. However, effective training might help reduce any dangers.

iv. Avoid pushing it.

Each employee is unique, and some feel more comfortable than others providing frequent updates about their jobs on social media. Employee social programmes must be voluntary in order to be effective. Employee disapproval will skyrocket if they feel compelled to share brand content on social media.

Qualities and Characteristics of an HR Brand Evangelist

HR Brand Evangelists shall be employees who have a strong individual presence as well with following competence

1. They understand social-media:
2. They make sense to fellow employees , in other words enjoy credibility
3. They are good listeners
4. They are efficient educators
5. They are wonderful storytellers armed with a great mix of deep expertise of a subject plus marketing skills. (Bhaduri, 2018)

Employee Engagement

The term Personal engagement was first coined

by Kahn(1990). Kahn(1990) defined 'personal engagements' as the employment of physical, cognitive and emotional aspect of the members while performing the role and disengagement as withdrawing themselves physically, cognitively or emotionally from the role they are into. He describes the engaged state as that in which a person is free from any of the perceived threats and hence can employ himself fully into the task engagement.

In case of employee engagement people employ themselves in various degrees ,largely guided by three psychological conditions-meaningfulness, safety and availability and has established connections of personal engagement with perceived meaningfulness, physical and psychological safety and higher levels of psychological availability. Meaningful is associated with how value done feels in terms of recognition. It is influenced by characteristics of task, role and work. Safety refers to threat free environment which enables one to perform and availability is to do with being available physically and psychologically. This in turn, is influenced by interpersonal relationships, group and inter group dynamics, management style and process and organisational norms. Availability is influenced by physical and emotional energies, insecurity and outside life. The influence of individual differences and their influence on engagement needs to be studied as they have a considerable bearing(Khan,1990).

Employee engagement measures how committed employees are to sticking around and putting in hard effort for the business. Three things illustrate this:

- 1) **Say:** Employees speak highly of their employer, their coworkers, and their jobs.
- 2) **Stay:** Employees speak highly of their employer, their coworkers, and their jobs.
- 3) **Strive:** Workers are prepared to put in extra effort to contribute to the company's success. (Sun, L., & Bunchapattanasakda,2019)

The degree to which employees are willing and able to contribute to the success of their organisations is known as employee engagement. There are two types of engagement: sensual engagement and intellectual engagement. The link between people and organisations, including the level of employee comprehension of their individual and departmental duties, is generally at the centre of rational engagement. When working can result in money, professional skills, personal growth, and other rewards, employees will feel logically engaged. Sensible engagement depends on employee pleasure and the sense of accomplishment that comes from working as a team member. Employee engagement is the commitment of a person to their work, including their diligence, loyalty to the organisation, and self-assurance.

Employees who are engaged at work experience a long-lasting, positive, emotional, and motivational state of awakening to their work, are prepared to devote themselves to it at any time, and are supported by enjoyable, proud, and motivating experiences while at work. The major goals of employee engagement outcomes are individual performance and organisational performance. Committed workers are more engaged at work, healthier, and more productive. Dedicated workers have higher job satisfaction, higher organisational loyalty, and less readiness to leave the company than non-dedicated workers. Employee engagement can benefit from organisational resources, and employee engagement will benefit from employee performance.

Employee engagement begins with the individual work experience, which is a choice that is typically personal and cannot be coerced. Here individual employees, not businesses, are involved. Employee involvement is thus a concept at the individual level rather than the collective level. Employee engagement is a psychological state that is actively tied to work and consists of perceptions, feelings, and behaviours with the traits of energy and involvement. Engagement can therefore be felt

emotionally, understood cognitively, and demonstrated behaviourally.

An employee's attitude and behaviour together make up their engagement level. While vigour and absorption reflect the employees' physical input and are demonstrated through behaviour, dedication, involvement, and other cognitive and emotional components of engagement indicate the employees' attitudes. The topic of employee engagement is one that both academics and business professionals are quite concerned about. This assessment only considers individual employee engagement; team and organisational engagement are not included.

Employees who are engaged are more likely to feel more connected to their company and less inclined to leave. It is believed that levels of participation will be influenced by an organization's culture and climate. Despite the fact that there are common drivers of involvement, research suggests that various groups and people are affected in different ways. A person's personality and perception, or how they see the world, are said to form and determine how engaged they will be as employees.

Although many studies undervalue the significance of these two ideas, it has also been discovered that emotions and wellbeing are associated to involvement.

Review of Literature

Kotler and Keller (2012: 265) define the meaning of a brand as a combination of a name, image, word, sign, plan, or a combination of some of them. Profitable brands are crucial corporate assets and are widely acknowledged to have a considerable financial incentive for the organisations. Brand evangelism involves purposefully spreading not only good information but also feelings and thoughts about a particular brand to other people on a regular basis and enthusiastically, with the goal of significantly influencing usage behaviour.

An effective brand evangelist can influence consumers' decision to purchase the product

they are affiliated with (Batra, Ahuvia, & Bagozzi 2012). Through consistent use of a likeable product, a consumer's emotional connection to the brand may grow, resulting in references to the brand favourably to other customers (Matzler, Pichler, & Hemetsberger 2007). It has also been observed that they propagate negative statements about its competitor brand (Sundaram, Mitra, & Webster 1998).

In their analysis, Gopika and Rajani (2016) noted that it is exceedingly difficult to convert a client into an evangelist. Particularly for those customers who might flip between products before tolerating a particular brand, some clients may feel it's difficult to converse with others or they may be preoccupied with their own task. Each client must be given a powerful push in order to have an influence because tastes and preferences might vary greatly.

Guy Kawasaki, a former chief evangelist for Apple Computer, is recognized as the father of evangelism marketing and a crucial player was responsible for launching the Macintosh in the 1984. The core components of brand evangelism include selling your goal and persuading others to share your convictions in order for them to believe in them as strongly as you do. These individuals gradually persuade more people to accept evangelists (Kawasaki, 1995; Kawasaki, 2004).

One of the best signs of effective evangelism is when users, staff members, potential users, influencers, and the community at large refer to the product and business as the answer to a problem. A straightforward illustration would be how we tell others to "google" information rather than spending valuable time looking through encyclopaedias. Here, Google has come to represent internet research, which speeds up the process of finding information.

A person must be a leader who firmly believes in the brand's one and only purpose and has the capacity to rally the community and transmit that belief to them in order to qualify as an evangelist. Anyone in the company could be this person. If it's a senior leader, they might

serve as an example to other workers. To be an advocate and a leader, one needs to have strong principles and a clear belief in the brand, according to Nihar Ranjan Ghosh, president of HR at Emami. One must be willing to promote the brand in an unselfish manner. Having conviction and subject-matter authority are two other qualities that are crucial.

The most effective and loyal brand evangelist are frequently those who work for the firm itself. Employees who are highly engaged, engage the audience and communicate the firm and its values in a thorough and educated way. According to Kahn (1990:694), employee engagement is "the harnessing of organizational members' selves to their work roles; through engagement, employees employ and express themselves physically, cognitively, and emotionally during role performances.". The cognitive component of employee engagement relates to workers' perceptions of the company, its executives, and working conditions. cognitively, and emotionally during role performances.". The cognitive component of employee engagement relates to workers' perceptions of the company, its executives, and working conditions. The emotional component focuses on the attitudes that employees have towards the organisation and its leaders as well as how they feel about each of those three components. The physical component of employee engagement relates to the physical efforts made by individuals to carry out their responsibilities. Hence, assuming and carrying out an organizational position requires being both physically and psychologically present, according to Kahn (1990).

Employee engagement is typically referred to as the level of discretionary effort people put forth in their work (Baumruk 2004, Richman 2006, and Shaw 2005) or their emotional and intellectual commitment to the organisation (Frank et al 2004). Truss et al. (2006) define employee engagement as simply "passion for work," a psychological state that is seen to encompass the three dimensions of engagement discussed by Kahn (1990) and captures the common theme running through all these

definitions, despite the fact that it is acknowledged and accepted that employee engagement is a multifaceted construct, as previously suggested by Kahn (1990).

According to Saks (2006), one method for people to give back to their organisation is through their engagement level. In other words, depending on the resources provided by their employer, employees will choose to engage to varied degrees. Employee engagement is therefore more likely to be traded for resources and benefits offered by their employer. Building engagement is a continuous process that is based on a meaningful and emotionally fulfilling work experience, according to Towers Perrin's 2003 research. It's also not about making people happy or even giving them more money. Strong leadership, accountability, autonomy, a sense of control over one's environment, and possibilities for personal growth were determined to be important components of engagement; there is no substitute for these elements. It has been discovered that interpersonal connections affect job engagement as well. Robinson (2006) asserts that fostering an environment in the workplace where pride and other good feelings are valued can increase employee engagement, which will boost productivity, reduce turnover, and enhance overall health. According to West (2005), people are more likely to think flexible and openly when they are experiencing pleasant emotions. They are also more likely to have stronger self-control, be able to manage better, and exhibit less defensive behaviour at work.

Identify research gap

Researchers in different developed countries have conducted studies to determine the factors that influence brand evangelism. These studies also discovered some very intriguing factors, such as brand identification, brand trust, brand relationship, brand involvement, and brand commitment, but the majority of the studies focused on consumer goods and services. Studies on HR brand evangelism are unfortunately scarce globally. Whilst the function and significance of HR brand evangelists have recently come to light, very

little research has been done on how they might increase employee engagement. There is still a dearth of critical academic research on the topic, and little is understood about how management might affect employee engagement.

Objectives

The objectives of this study are

- i. To research and comprehend the idea of an HR brand evangelist.
- ii. To comprehend the demands placed on an HR Brand Evangelist.
- iii. To determine the fundamental traits of an HR brand evangelist.
- iv. To evaluate potential strategies for creating an HR brand evangelist.
- v. To recognize the function of an HR Brand Evangelist in raising employee engagement.

Research Methodology

We selected a descriptive qualitative multiple-case study design to explore the role of HR Brand Evangelist as new change agent for improving employee engagement. After reviewing the different research approaches, we considered a qualitative study the most appropriate method as HR Brand Evangelist playing the role of new change agent for improving employee engagement is an evolving practice in the field of HR and has not yet widely adopted particularly in India. Scholars have recommended a qualitative approach for research topics having limited empirical knowledge to enable investigation and exploration for elucidation on actual occurrences and their contextual nuances (Bristowe, Selman, & Murtagh, 2015; Yin, 2015). Kahlke (2014) noted that qualitative researchers do not use an established set of hypotheses or theories for their studies. We chose the qualitative research method after considering the unexplored nature of the research topic, the business problem, and lack of established theories on our topic of research.

This study solely relies on secondary data. The majority of the research articles analysed for this study are collectively an investigation into what is occurring and what needs to be done to establish HR Brand Evangelist. The current study acknowledges previous efforts and makes use of them as a point of reference for conceptualising the qualifications of an HR Brand Evangelist and proposes a more effective strategy to use HR Brand Evangelist as a change agent to increase employee engagement.

Limitations of the Research

Qualitative researchers acknowledge limitations of their studies. Limitations refer to factors outside the researcher's control that might affect the study's validity (Soilkki, Cassim, & Karodia, 2014).

Delimitations or Scope of the Research

Delimitations refer to the confines or scope of the study determined by the researcher (Marshall & Rossman, 2016). We used the overarching research question and conceptual framework to establish the boundaries of the study. The purpose of this study was to enable exploration of the strategies for implementing HR Brand Evangelist as new change agent to improve employee engagement.

Data Analysis:

Brand evangelist in marketing circles, "evangelism marketing" refers to the creation of viral, organic traction among a brand's customers. The idea is that consumers love the product so much, they take on a marketing role of their own, voluntarily convincing their friends and family to buy the product. This same sort of brand evangelism is also at play in the world's most admired companies:

employee "evangelists" naturally and organically share their workplace experiences and urge those in their network to join them (Sabel 2017). Microsoft, HP, Adobe, and many other companies have brand evangelists on their rolls.

Since referrals are consistently the best source of high-quality hires, building an evangelism-worthy brand should be a primary goal for talent acquisition. While some organizations - usually high-profile, popular, consumer-facing brands -

have no difficulty engendering evangelism in the workplace, most will require a more concerted effort. For these, the identification of a specific Employer Brand Evangelist shall be useful for keeping employer brand top-of-mind when developing new initiatives and spearheading new branding opportunities which shall ultimately lead to employee engagement if done successfully.

When it comes to engagement organizations expect their employees to be creative and dynamic, take the initiative, work collaboratively, try to develop their job skills, and be committed to high performance standards. (Dehghanpour Pourezat, , Dehghanpour ,2022). . In fact in today's world, an effective employee integration must be woven around three "Es" – Engagement, Experience, and Empowerment. While engagement hinges more on mental stimulation, experience and empowerment come from employees' emotional connect with their organization.

Sabel (2017) identified the Employer Brand Evangelist has following six main responsibilities which ultimately leads to employee engagement :

Identify New Opportunities. From creating a more compelling career site to improving the candidate experience, there are always new opportunities to boost an employer's brand among current and potential employees.

Evaluate the Competition. Chances are your competitors have their own unique EB initiatives. Auditing the way your competition is building their employer brand can help your Evangelist identify gaps in your branding and stay a step ahead.

Keep EB Top-of-Mind. When balancing budget and business objectives, it's easy to forget about branding. Your EB Evangelist should be asking "What does this do for our employer brand?" whenever a new HR initiative is proposed.

Encourage & Facilitate Company-Wide Evangelism. The EB Evangelist should become

the go-to individual for employees looking to create ad hoc events (think office celebrations, volunteering opportunities, etc).

Source and Curate Employee-Created Content. Every employee has an opinion about their employer. The EB Evangelist takes the best of these and helps employees turn them into digestible content (think blog posts or vlogs) for your career site and social sharing.

Monitor Consistency in Brand Messaging. If you roll out new messaging, it's important all your employees are onboard. When your otherwise enthusiastic employee evangelists (lowercase "e") are relaying your employer value proposition in a way that's completely different to what's presented on your careers site, potential applicants can feel uneasy.

Besides ,Rewards and Recognition (R&R) initiatives such as experiential rewards i.e. adventure tours, nature treks, health and wellness getaways or restaurant treats , simple weekly or monthly rewards , peer-to-peer recognition or peer recognition and gamification and customization of rewards, extending rewards and recognition programs to include recognition for employees who go the extra mile in doing their jobs or in volunteering for CSR initiative (ready example being Tata Consultancy Services' R&R platform - GEMs or 'Go the Extra Mile') can significantly contribute in turning employees into brand evangelists. (Giri, 2018).

The abovementioned strategies emphasizing on the role of Employer Brand Evangelist in improving employee engagement has already been substantiated by the research of Shuck & Rocco (2011). They studied engagement using a case study approach. The study generated a conceptual frame work relating individual's attributes with that of external aspects. The organization was chosen based on the claim that it was one of the 'most sought after place to work for' .Therefore, the focus was on how employees share their experiences of engagement. This study insists that engagement should be viewed from the lens of an individual and as an organizational construct .

CONTRIBUTION TO BUSINESS PRACTICE & CONCLUSION

HR Brand evangelists are people who speak consistently, frequently, passionately and positively about their company. The best evangelists are people with a personal connection to the company and don't aspire to gain by spreading the word. Real brand evangelists are very powerful messengers who can do amazing things for the positive image building of the company and exert unique constructive influence about organization and work among fellow colleagues. Evangelists work because they have genuine energy and enthusiasm around what they are saying -- they believe in it, internalize it and this is why the evangelist's communication sounds so genuine to which his fellowmen respond spontaneously and sincerely. The same belief when infused among other members of the organization paves the way to employee engagement because engaged employee not only understands the job cognitively but also achieves the result for the organization they serve by involving emotionally and physically. It has already been established by research a growing group of best-in-class companies confirmed they are gaining competitive advantage through establishing metrics and practices to effectively quantify and improve the impact of their engagement initiatives on overall business performance (HBR Report).

REFERENCE

1. 15 easy steps to ignite employees as brand evangelists. (n.d.). Social Media Today. Retrieved February 20, 2023, from : <https://www.socialmediatoday.com/content/15-easy-steps-ignite-employees-brand-evangelists>
2. A report by harvard business review analytic services The Impact of Employee Engagement on Performance Retrieved March 01 . 2023, https://hbr.org/resources/pdfs/comm/achievers/hbr_achievers_report_sep13.pdf
3. Batra, R., Ahuvia, A., & Bagozzi, R.P. (2012). Brand love. *Journal of Marketing*, 76(2), 1-16
4. Being an organizational evangelist | the hr gazette. (2015, July 20). The HR Gazette and HRchat Podcast. <https://hr-gazette.com/being-an-organizational-evangelist/>
5. Bhaduri, A. (n.d.). 5 things brand evangelists do. The Times of India. Retrieved February 22, 2023, from <https://timesofindia.indiatimes.com/blogs/just-like-that/5-things-brand-evangelists-do/>
6. Brand evangelists: Why they are important, and how to cultivate them. (n.d.). Kapost. Retrieved February 22, 2023, from <https://uplandsoftware.com/kapost/resources/blog/brand-evangelists/>
7. Bristowe, K., Selman, L., & Murtagh, F. E. (2015). Qualitative research methods in renal medicine: An introduction. *Nephrology Dialysis Transplantation*, 30, 1424-1431. doi:10.1093/ndt/gfu410.
8. Cohen, J. D. (2006). The aging nursing workforce: How to retain experienced nurses: *Journal of Healthcare Management*, 51(4), 233–245. <https://doi.org/10.1097/00115514-200607000-00006>
9. Davis, A. (2005). 21 strategies for improving employee communication: Smart tips for communicators. Davis & Co.
10. Dehghanpour Farashah, A., Pourezzat, A., & Dehghanpour Farashah, A. (2022). Identify the Characteristics of Engaged Faculty Members of Public Universities in Iran. *Public Management Researches*, 15(56), 5-28. doi: 10.22111/jmr.2022.40582.5654
11. Frank, F.D., Finnegan, R.P. and Taylor, C.R. (2004) 'The race for talent: retaining and engaging workers in the 21st century', *Human Resource Planning*, Vol 27, No 3, pp12-25.
12. Gopika, G., & Rajani, K.G. 2016. Evangelism as a marketing strategy in the challenging and innovative business scenario: a theoretical overview. *International Journal of Science*

- Technology and Management, 5(6), pp.136.
13. HR Brand Evangelist: The must-have role in 2018. (n.d.). Retrieved February 22, 2023, from <https://www.linkedin.com/pulse/hr-brand-evangelist-must-have-role-2018-swati-singh>
 14. HRKatha, A. G. J. (2019, August 26). Corporate Evangelists: Who they are and what they do. HR Katha. <https://www.hrkatha.com/special/employee-motivation-welfare/corporate-evangelists-who-they-are-and-what-they-do/>
 15. Kahlke, R. (2014). Generic qualitative approaches: Pitfalls and benefits of methodological mixology. *International Journal of Qualitative Methods*, 13, 3752. doi:10.1177/160940691401300119
 16. Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724. <https://doi.org/10.2307/256287>
 17. Kawasaki, G. 1995. *How to drive your competition crazy: creating disruption for fun and profit*, New York: Hyperion.
 18. Kawasaki, G. 2004. *The Art of the Start: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything*, New York: Penguin Group.
 19. Kotler, Philip & Keller, Kevin Lane. 2012. *Marketing management*, 14th edition. New York: Prentice Hall.
 20. Marshall, C., & Rossman, G. B. (2016). *Designing qualitative research* (6th ed.). Thousand Oaks, CA: Sage.
 21. Matzler, K., Pichler, E. A., & Hemetsberger, A. (2007). Who is spreading the word? The positive influence of extraversion on consumer passion and brand evangelism. *Marketing Theory and Applications*, 18, 25-32.
 22. Newton, D. (2016, April 1). Finding employee brand evangelists. *Entrepreneur*. <https://www.entrepreneur.com/starting-a-business/finding-employee-brandevangelists/270196>
 23. People matters—Interstitial site—People matters. (n.d.). Retrieved February 20, 2023, from https://www.peoplesmatters.in/site/interstitial?return_to=%2Farticle%2Femployer-branding%2Fhr-brand-evangelist-the-must-have-role-in-2018-17532
 24. Robinson, D., Perryman, S., & Hayday, S. (2004). *The drivers of employee engagement*. Institute for Employment Studies.
 25. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
 26. Shuck, Brad; Rocco, T. (2011), Exploring employee engagement from the employee perspective :Implications for HRD. *Journal of European Industrial Training*
 27. Soilkki, K. K., Cassim, N., & Karodia, A. M. (2014). An evaluation of the factors influencing the performance of registered nurses at the national referral hospital in Namibia. *Australian Journal of Business and Management Research*, 4(2), 47-62. Retrieved from <http://www.ajbmr.com>
 28. Sundaram, D.S., Mitra, K., & Webster, C. (1998). Word of mouth communications: A motivational analysis. *Advances in Consumer Research*, 25(1), 527-531.
 29. Sun, L., & Bunchapattanasakda, C. (2019). Employee engagement: A literature review. *International Journal of Human Resource Studies*, 9(1), 63–80. <https://doi.org/10.5296/ijhrs.v9i1.14167>
 30. Turn your employees into brand evangelists using the right rewards and recognitions | Randstad India. (n.d.). Retrieved February 21, 2023, from <https://www.randstad.in/hr-news/hr-trends/turn-your-employees-brand-evangelists-using-right-rewards-recognitions/>
 31. Vajre, S. (2018, October 18). What brand evangelism really means—And why it’s so important. *Entrepreneur*. <https://www.entrepreneur.com/starting-a-business/what-brand-evangelism-really-means-and-why-its-so/321353>
 32. Yin, R. K. (2015). *Qualitative research from start to finish* (2nd ed.). New York, NY: Guilford.



Case Studies of Holistic Approach to Employee Engagement in Large Corporation in a disruptive era

Mr. Vinod Bidwaik

Group Director

HR (AP Globale & Sakal Media Group)

Abstract:

Employee engagement has become a critical aspect of managing organizations in a disruptive era, where the competition is fierce, and the workforce is diverse. In this paper, we explore the concept of employee engagement and its importance in large corporations. We argue that a holistic approach to employee engagement is essential in managing employee productivity, reducing employee turnover, and fostering a positive organizational culture. This paper examines the components of a holistic approach to employee engagement and highlights their importance in enhancing employee engagement. We also explore the role of technology in employee engagement and its impact on the effectiveness of the holistic approach. Finally, we conclude with a discussion of the benefits and challenges of implementing a holistic approach to employee engagement in large corporations.

Keyword:

Employee Engagement, HR Practices, HR strategies, Employee Engagement Strategies.

Introduction:

In recent years, the concept of employee engagement has gained significant attention in the corporate world. Employee engagement refers to the level of commitment, passion, and motivation employees have towards their work and their organization. Engaged employees are more productive, creative, and committed to their organization's goals, leading to improved performance and profitability. In a disruptive era, where organizations are constantly facing challenges, employee engagement has become more important than ever.

Large corporations, with their diverse workforce, face a unique set of challenges in managing employee engagement. To address these challenges, a holistic approach to

employee engagement is essential. This approach considers the various factors that impact employee engagement and strives to create an environment that fosters engagement in all aspects of an employee's work life.

Objective & Hypothesis

Hypothesis 1: A holistic approach to employee engagement in large corporations during a disruptive era will positively impact employee satisfaction, productivity, and retention. This approach takes into consideration the physical, emotional, and social well-being of employees, and provides opportunities for growth and development, fostering a sense of purpose and motivation. By implementing programs and policies that prioritize employee wellness and providing an inclusive and transparent workplace culture, large corporations can improve employee engagement, reduce turnover, and ultimately improve business performance.

Hypothesis 2: A holistic approach to employee engagement in large corporations during a disruptive era may not lead to significant improvements in employee satisfaction, productivity, and retention. While this approach may provide a more supportive and inclusive workplace environment, it may not address the root causes of employee disengagement, such as job insecurity or lack of autonomy. Additionally, the costs associated with implementing a holistic approach, such as providing wellness programs or offering flexible work arrangements, may outweigh the benefits for some large corporations. Ultimately, the effectiveness of a holistic approach to employee engagement in a disruptive era will depend on the specific context and needs of each organization.

Literature Review:

The concept of employee engagement has been widely studied in the literature. Employee engagement is defined as the emotional and psychological commitment an employee has towards their work and organization, resulting in increased productivity, motivation, and job satisfaction (Kahn, 1990). In a disruptive era, where technological advancements and economic uncertainties create constant change, employee engagement is even more important. Research shows that employee engagement is crucial for organizational success and has a positive impact on employee well-being, job satisfaction, and retention. A holistic approach to employee engagement recognizes that employees' well-being is not only dependent on their work environment but also their physical, emotional, social & spiritual well-being. Integrating wellness programs, mental health support services, and diversity and inclusion initiatives into the workplace can improve employee engagement and overall well-being. The literature suggests that disruptive changes can create significant challenges for organizations and employees, affecting their engagement levels. These changes can cause employees to feel uncertain, stressed, and disengaged, resulting in lower levels of productivity and motivation (Hakanen et al., 2020). Moreover, changes in the work environment, such as remote work or the use of new technologies, can also impact employee engagement levels (Oksanen et al., 2020). Several studies have explored the key factors that influence employee engagement in a disruptive era. One of the most important factors is leadership. Leaders play a critical role in creating a positive work environment that fosters engagement and motivation (Van der Heijden et al., 2018). In a disruptive era, leaders need to be able to adapt to change quickly and provide clear guidance and support to their employees. Another important factor that influences employee engagement in a disruptive era is the organizational culture. A positive organizational culture that values employee well-being and promotes a sense of belonging can significantly enhance engagement levels (Mishra et al., 2018). In a disruptive era,

organizations need to create a culture that supports change and innovation while also prioritizing employee well-being.

The literature also suggests that employee engagement can be influenced by individual factors, such as job satisfaction, work-life balance, and career development opportunities (Van den Broeck et al., 2018). In a disruptive era, organizations need to ensure that employees have access to resources that support their well-being and personal growth.

Methodology:

This research paper uses a case study approach to explore large corporation's holistic approach to employee engagement. Data was collected through interviews with the corporation's human resources professionals formally and informally Employees working in those companies also gave their feedback. The data collected was analysed using thematic analysis to identify key themes related to the corporation's initiatives and the impact of these initiatives on employee satisfaction, retention, and productivity.

Results and discussions:

The case studies found that the corporations had implemented several initiatives to promote a holistic approach to employee engagement. These initiatives included wellness programs, mental health support services, and diversity and inclusion initiatives. The corporation's wellness programs included gym memberships, yoga classes, and healthy eating programs. Mental health support services included counselling and access to mental health resources. The corporation's diversity and inclusion initiatives focused on creating an inclusive work environment by promoting diversity and providing training on unconscious bias.

The employee surveys found that employees who participated in the corporation's wellness programs had higher levels of job satisfaction and reported fewer health-related absences. The mental health support services also had a positive impact on employee well-being, with employees reporting a decrease in stress levels and an improvement in their work-life balance.

The diversity and inclusion initiatives created a more inclusive work environment and improved employee morale and job satisfaction.

It is also found that a holistic approach to employee engagement comprises several components that are essential for creating a work environment that fosters engagement. These components include:

Leadership: Effective leadership is essential in creating a work environment that fosters employee engagement. Leaders must be visible, accessible, and provide clear direction and support to employees. They must also lead by example and model the behaviors they expect from their employees. Leadership team in some organizations are creating the trustworthy atmosphere through open door policy, town halls, skip level meetings, having regular interactions with managers and employees.

Employee Development: Employees who are provided with opportunities for development are more engaged and committed to their organization. Organizations must invest in training and development programs that allow employees to enhance their skills and knowledge.

Work-Life Balance: Employees who have a balance between their work and personal life are more engaged and productive. Organizations are providing employees with flexible working arrangements, such as remote work options, to ensure that they can maintain a healthy work-life balance.

Employee Recognition: Recognizing and rewarding employees for their contributions and achievements is essential in fostering employee engagement. Organizations are creating a culture of recognition and reward that acknowledges the efforts of employees. In some organizations peer to peer recognition based on some themes and behaviours are also encouraged. The organizations are using gamification in rewards and recognitions.

Communication: Effective communication is critical in fostering employee engagement. Organizations are training managers to provide employees with regular feedback, listen to their concerns, and ensure that they are aware of organizational goals and objectives.

Role of Technology in Employee Engagement:

Technology has played a significant role in shaping the modern workplace and has impacted employee engagement. Technology has enabled organizations to create a flexible work environment that allows employees to work from anywhere, at any time. It has also enabled organizations to communicate with employees in real-time and provide them with access to information and resources that can enhance their work.

However, technology can also have a negative impact on employee engagement. Employees who are constantly connected to their work may experience burnout and may struggle to maintain a work-life balance. Therefore, it is essential for organizations to use technology in a way that enhances employee engagement and does not detract from it.

While interacting with professionals, I also found that Talent management plays crucial role in employee engagement.

It involves creating right strategies for attracting, developing, and retaining employees who have the necessary skills and abilities to help an organization achieve its goals. When implemented effectively, talent management can significantly enhance employee engagement. Following is the inputs which are successfully implemented by those organizations.

Attracting Talent:

Effective talent management starts with attracting the right talent to the organization. This involves creating a strong employer brand that showcases the organization's culture, values, and mission. A strong employer brand can attract top talent and help them see the organization as a place where they can grow, develop, and thrive. When employees believe in the organization's mission and feel that their work is meaningful, they are more engaged and committed to the organization.

Developing Talent:

Once an organization has attracted top talent, it must invest in developing their skills and abilities. This involves providing employees with training, coaching, and development opportunities that align with their career goals.

When employees feel that the organization is invested in their growth and development, they are more engaged and committed to their work. Additionally, development opportunities can help employees feel more competent and confident in their roles, which can lead to increased engagement. Organizations which are studied invested different mythologies based on 70:20:10. Companies are also using blended training methodology like learning portals, micro learning programmes, booster training programmes. Companies are encouraging employees to create their own IDPs.

Retaining Talent:

Retaining top talent is critical in maintaining a highly engaged workforce. Talent management strategies can help organizations retain employees by providing them with opportunities for advancement, recognition, and compensation that are aligned with their contributions. When employees feel that their work is valued and that they have opportunities for growth and advancement, they are more likely to stay with the organization and remain engaged in their work.

Performance Management:

Performance management is a critical aspect of talent management that can significantly impact employee engagement. When employees receive regular feedback and performance evaluations, they feel that their work is valued and that they have opportunities for growth and development. Additionally, setting clear goals and expectations can help employees understand how their work contributes to the organization's goals, which can increase their sense of purpose and engagement. Most of the organization studied are converting performance appraisal culture into feedback culture. During this process few organizations are also working on the talent calibration and identifying the right talent for succession planning. Identification of High Potential, Top Potential is normal and organizations are investing on those employees.

Succession Planning:

Succession planning is another critical aspect of talent management that can impact employee engagement. When employees understand that

the organization has a plan for their future growth and development, they are more likely to remain engaged and committed to their work. Succession planning also helps organizations identify and develop the next generation of leaders, which can contribute to a positive organizational culture and enhance employee engagement.

Benefits and Challenges of a Holistic Approach to Employee Engagement:

Implementing a holistic approach to employee engagement can have several benefits for organizations, including increased employee productivity, reduced turnover, and improved organizational culture. It can also improve customer satisfaction and lead to increased profitability.

However, implementing a holistic approach to employee engagement can also present several challenges. It requires a significant investment of time and resources and may require a shift in organizational culture. Additionally, it can be challenging to measure the impact of employee engagement initiatives, which may make it difficult to justify the investment to senior leadership.

Let's see some data point on employee engagement and its benefit

The global employee engagement rate is only 15%, according to a 2021 Gallup poll.

High levels of employee engagement can lead to a 21% increase in profitability, according to a study by the Harvard Business Review.

In a survey of 1,000 employees, 48% reported that they would leave their current job for one with better work-life balance and wellness programs, according to a report by Deloitte.

In a survey of 1,500 executives, 73% reported that employee engagement was a top priority for their organization, according to a report by the Harvard Business Review.

A holistic approach to employee engagement includes addressing physical, emotional, social, and intellectual wellness, according to a report by McKinsey & Company.

Organizations that focus on a holistic approach to employee engagement report higher levels of productivity, innovation, and employee satisfaction, according to a report by Forbes.

In a survey of 1,000 employees, 61% reported

that they would work for a company that prioritizes employee well-being, even if it meant earning less money, according to a report by PwC.

The COVID-19 pandemic has highlighted the need for organizations to focus on employee well-being, with 93% of employers saying that they plan to prioritize employee well-being in the future, according to a report by Willis Towers Watson.

These data points suggest that a holistic approach to employee engagement is important for large corporations in a disruptive era. By focusing on employee well-being and addressing physical, emotional, social, and intellectual wellness, organizations can improve employee engagement, productivity, and satisfaction, leading to greater profitability and success.

CONCLUSION:

In today's rapidly changing business environment, large corporations are facing various challenges in managing employee engagement. A holistic approach to employee engagement is an effective strategy that considers integration of all HR processes into the overall well-being of employees, their personal and professional goals, and the company's objectives. This research paper examined the importance of a holistic approach to employee engagement in large corporations during disruptive times. The findings of this research indicate that a holistic approach leads to higher levels of employee engagement, productivity, and job satisfaction, which ultimately benefits the organization as a whole.

RECOMMENDATIONS:

Based on the research findings, the following recommendations are proposed for large corporations to adopt a holistic approach to employee engagement in disruptive times:

Develop a comprehensive employee engagement Strategy that aligns with the company's values, vision, and mission, and is tailored to meet the needs and expectations of employees.

Encourage employees to share their feedback and suggestions on the company's policies, procedures, and initiatives, and integrate them into the engagement program.

Provide opportunities for employee development and growth by offering training, mentoring, coaching, and career advancement programs that align with their personal and professional goals.

Create a positive work environment by promoting work-life balance, offering flexible working hours, recognizing employee achievements, and providing employee benefits that support their physical, mental, and emotional well-being.

Foster a culture of communication, collaboration, and innovation by encouraging employees to share their ideas, collaborate on projects, and experiment with new approaches and technologies.

Create an employee engagement plan based on PEIFS, i.e. Personal development, Emotional development, Intellectual development, Financial development and Spiritual development.

LIMITATIONS AND FUTURE RESEARCH:

One limitation of this study is that it focused on a case studies and interviews of HR professionals in those organizations which may limit the generalizability and perceptions of the findings. The information provided may be limited. Additionally, the study relied on self-reported data from employee surveys, which may be subject to social desirability bias. Future research could explore the impact of a holistic approach to employee engagement on different types of organizations and industries, as well as the long-term impact of these initiatives on employee retention and productivity. Furthermore, future research could investigate the role of leadership in promoting a holistic approach to employee engagement and the potential barriers to implementing these initiatives in organizations.

ACKNOWLEDGMENT

I express my sincere thanks to all my HR Professional friends who gave their time to share their best practices. The data is captured only while interacting with professional from following companies formally and informally.

Atlas Copco, Alfa Laval, Tata Motors, Fiat Automotive, Persistent Technologies, AP Globale, Sakal Media Group, DSM India, Cummins, Honeywell, Rockwell Automation, Emerson, Badave Engineering, Endurance, Varroc, ITC, Foseco, Adobo, TCS, Tata Auto comp, MNGL, Weikfield Foods, Pepsi & many more.

BIBLIOGRAPHY

- Bidwaik, V, *Holistic Approach to Employee Engagement* (2018), Boho Soul Publications, Bidwaik V, www.vinodbidwaik.com, blog for professionals.
- Hakanen, J. J., Bakker, A. B., & Schaufeli, W. B. (2020). Burnout and work engagement during a disruptive organizational change: The role of psychological contract violation. *Journal of Occupational Health Psychology*, 25(1), 57-69.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.
- Mishra, P., Gupta, P., & Dua, P. (2018). Employee engagement: A literature review. *International Journal of Engineering Technology Science and Research*, 5(1), 238-243.
- Oksanen, A., Savela, N., Kaakinen, M., Sirola, R., & Kinnunen, U. (2020). Work engagement, exhaustion, and organizational changes during a period of extensive technological change. *Frontiers in Psychology*, 11, 576176.
- Van den Broeck, A., Ferris, D. L., Chang, C. H., & Rosen, C. C. (2018). A review of self-determination theory's basic psychological needs at work. *Journal of Management*, 44(2), 367-390.
- Van der Heijden, B. I. J. M., Notelaers, G., Peters, P., & Stoffers, J. (2018). Disruptive change and the use of self-regulation: An exploratory study. *Journal of Vocational Behavior*, 104, 53-67.
- Kular, S., Gatenby, M., Rees, C., Soane, E., & Truss, C. (2008). *Employee engagement: A literature review*. Department for Business, Enterprise and Regulatory Reform. This report provides a comprehensive review of the existing literature on employee engagement, including different perspectives and definitions of the concept, and the factors that contribute to employee engagement.
- Saks, A. M. (2011). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 26(7), 600-619. This article reviews the antecedents and consequences of employee engagement, highlighting the importance of a holistic approach that takes into account both the individual and the organizational factors that influence engagement.
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3-30. This article presents a comprehensive conceptualization of employee engagement, highlighting its multidimensional nature and the importance of a holistic approach that considers both the cognitive and emotional aspects of engagement.
- Shuck, B., & Reio Jr, T. G. (2014). Employee engagement and well-being: A moderation model and implications for practice. *Journal of Leadership and Organizational Studies*, 21(1), 43-58. This article explores the relationship between employee engagement and well-being, highlighting the importance of a holistic approach that considers both the individual and the organizational factors that influence both constructs.
- Tuckey, M. R., Bakker, A. B., & Dollard, M. F. (2012). Empowering leaders optimize working conditions for engagement: A multilevel study. *Journal of Occupational Health Psychology*, 17(1), 15-27. This article presents a multilevel model of employee engagement that highlights the importance of a holistic approach that considers both the individual and the organizational factors that influence engagement.



A Study of Employee Engagement: Reform, Perform, Transform and create capable workforce in the era of new Economy

Dr. Abhijeet Shah
Vice President – IR and Admin
Bharat Forge Ltd. Mundhwa, Pune

Mr. Nirvikar Hingane
HR Business Partner
Hindustan Unilever Ltd. Khamgaon

Abstract

Employee engagement plays vital role in achieving the satisfaction of employees at workplace. It allows employer to bridge the gap between each other. It is already proven that engaged employees show better productivity and output rather than the tools and process which are directly rolled out without any engagement.

The study aims to emphasis on the relativity of reforming and refining the traditional employee engagement, perform the effective engagement methods, to benchmarking workplace quality and strength against your competitors, to determine corporate interventions to build stronger workplace and transform the ways of working to create workforce that's self-motivated and capable.

By this study of employee engagement HR can deploy both performance discipline and personal motivators. It means to build effective system and policies in such way that will keep motivate employee for doing work easily.

Keywords

Engagement, Systems ,processes , supervision, attrition , performance, discipline, purpose , motivators, encourage, reform , collaboration , capabilities ,leadership , accountabilities, work life balance, learning organisation, rewards etc.

Introduction

Improving the performance and building a sustainable future, HR can deliver tools, systems, processes but the important is developing like minded people by understanding their aspiration and insights. Collaboration and teamwork are a strong source of motivation

for employees. But it is not possible unless company create certain platforms such as cross departmental committees and IT infrastructure for exchanging information and employee engagement. It is also important that, emotional engagement plays the vital role to make the organization capable. To enhancing employee engagement, HR has to design and develop processes for managing talent , improving leadership, managing work life balance, managing change and cultural transformation , create learning organisation, improving performance management and rewards.

For enhancing employee engagement company should work on the following :

- 1) Building the foundation – Company has to have clear objective, vision and values. The same should be cascaded effectively in the organization.
- 2) Accountability – Company should have robust performance management system with high level of targets and should align to the individual behaviour and enterprise goals. Review mechanism with effective feedback system shall be in place.
- 3) Result oriented – Transparent performance management system with rewards and recognition will give effective results to the organization which results in enhancing employee engagement.
- 4) Working together – Cross functional team for foster co-operation and communication.
- 5) Developing skills – Organization should have system for right people for the right job with empowerment to the employees to ensure capable workforce.

I. LITERATURE SURVEY

In the literature survey, we came across the information stating that organizations those are

At the same time, it is important to define the concepts of this study to clarity, therefore, after the introduction, the next section will be defining the necessary concepts -

II. SURVEY

A survey was conducted amongst the HR professional across manufacturing industries to understand the awareness of R and R in HR fraternity. We have received the response from HR professionals.

1. Type of Industry

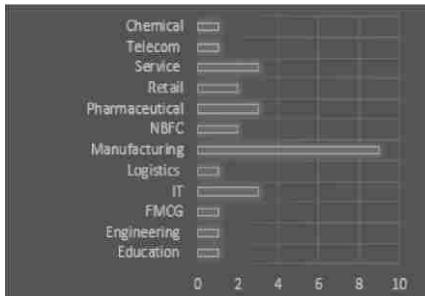


Fig. 1

Majority of respondent belongs to Manufacturing sector

- 2 Effective employee engagement ensures that employees feel connected to their work resulting into increased productivity.

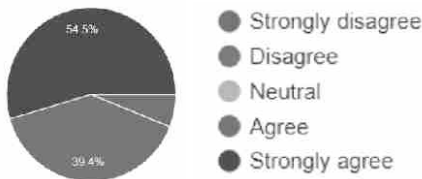


Fig (2)

Mixed feedback received from the industrial professional. But the majority

crowd is inclined towards strongly agree.

3. Employee engagement helps in improving satisfaction amongst employees and in return attracts loyalty to help the company weather any storms like recession.

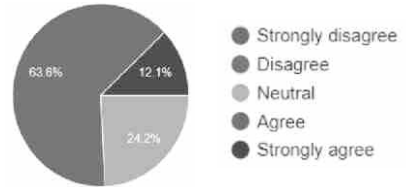


Fig (3)

Major industrial professional are strongly agreeing that the employee engagement helps in improving satisfaction amongst employees.

- 4 Employee engagement increased transparency and makes employee feel connected to organization.

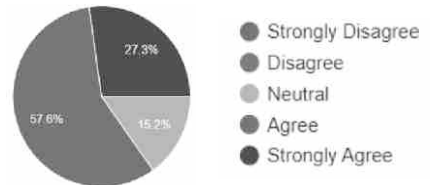


Fig (4)

Mixed feedback received from crowd agreeing that, employee engagement keeps connected the employees with organization.

- 5 Employees who feel connected to company perform better at customer end and increase profitability.

Feedback received from industrial professional is mixed stating that employees feels connected to the

company, performs better at customer end.

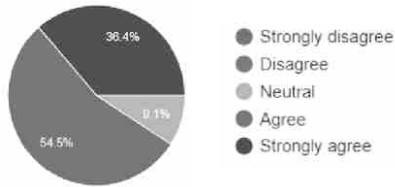


Fig (5)

- Happy and engaged employees do not leave the company easily and they tend to work for fulfillment and actualization.

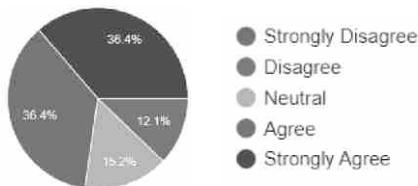


Fig (6)

- Actively engaged employees have perfect emotional health free from stress, in turn maintain a happy work life balance.

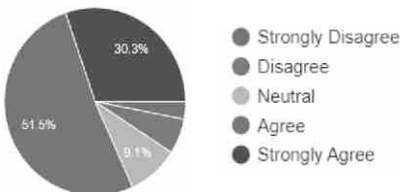


Fig (7)

50% feedback received from professional agreeing that actively engaged employees have perfect emotional health free from stress, in turn maintain a happy work life balance.

- Uninformed leaves will never happen with engaged employees as they love their job and focus more on the growth of the organization.

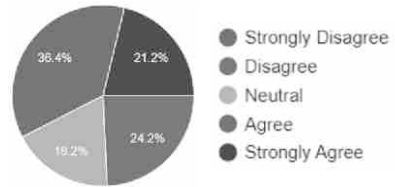


Fig (8)

Mixed feedback received from all levels on the uninformed leaves will never happens with engaged as they love their job and focus more on the growth of the organization.

- Employee engagement helps in reducing risk of burnout amongst employees.

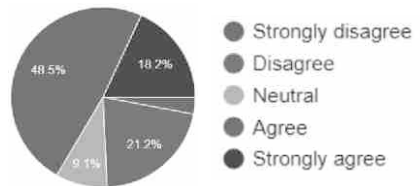


Fig (9)

Mixed feedback received from all level of the industrial professional.

- Engaged employees ensure strong sense of pride in the company which helps to effect the change in the organization during transformation efforts.

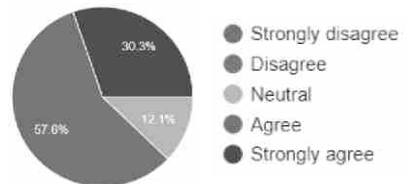


Fig (10)

The feedback are more inclined towards strongly agree on engaged employees ensure strong sense of pride in the company which helps to effects the change in the organization during transformation efforts.

11 Highly committed and engaged employees drive the organization's value

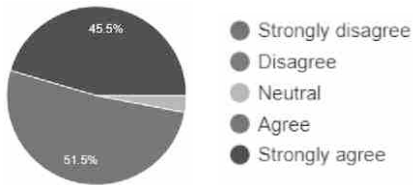


Fig (11)

Mixed feedback received from industrial professional.

III PATHANALYSIS

“Path analysis is a statistical tool of multiple regression that is used to define causal models by examining the relations between a dependent and independent variable.” This portrays multivariate analysis of variance and covariance analyses.

This tool is effective to co-relate whether employee engagement achieve the objective of the organization and whether it is aligned to the strategy of the business.

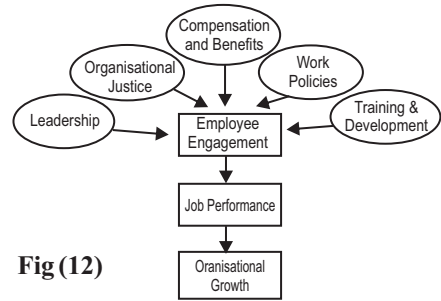


Fig (12)

Leadership, organizational justice, compensation and benefits, work policies and training and development leads to employee engagement and it improves job performance leads to achieve individual as well as organizational growth which will accomplish the organizational goal.

Based on path analysis we get the in-depth knowledge of employee satisfaction v/s employee engagement, which helps to measure the level of the psychological commitment and emotional boundaries of employees. It is also helps to focus on present deliverables which leads to extract the high performer employees and his/her capabilities which needs to manage the workforce effectively and efficiently.

CONCLUSION AND RECOMMENDATIONS

From the above study and survey, it is concluded that, most of the organizations are having two types of employees – Engaged employees/workforce means those who have the focus on current market situation and deliver high performance which develops distinctive capabilities, provides customer loyalty, helps to retain the talent, improves the safety, productivity and profitability and which drives the organization to achieve the defined organizational goal. Disengaged employees/ workforce means those who are low risk taker, don't have the feeling of sense of achievement which will harm the organizational growth.

Effective employee engagement helps to create positive workaholic atmosphere which will leads to employee satisfaction, work life balance and promote organizational values.

In changing business scenario, employee engagement will adopt the culture of involvement of stake holders which will retain and motivate the talent and it leads to Organizational Growth.

RECOMMENDATIONS

The trend has changed from individual to team performance. Hence, the employee engagement should be -

1. The Concept of reach to unreach with the help of structured communication system.
2. Robust performance management system with effective review mechanism.
3. Seen employee as Resource to Resourcefulness.
4. Scientific Talent Acquisition system.
5. Need based initiative for Talent Retention.
6. Knowledge management system for decision making.

REFERENCES

- 1) The Boston Consulting Group- Creating people advantage.
- 2) The Future of the HR Function 2022-HR. research institute HR.com
- 3) HR Predictions for 2022- The Josh Bersin Company.
- 4) <http://www.ntl-psc.org/archive/employee-engagement-and-the-organization-development-practitioner/>



Work Study and Measurement are Vital for Improving Productivity

Col (Dr.) Sankar Rajeev (Retd),

PhD,

Professor, Department of Business Studies KKWES,
Panchvati, Nashik

ABSTRACT

Design capacity is the maximum output an operation process is designed for. Developing alternatives means plans to handle capacity gaps. Work study comprises of method study and work measurement. Work can be ideally divided as repetitive work where main operation continuously repeats during the complete production process and non-repetitive work wherein main operation is rarely repeated. The proposed research work has the aim of analyzing the impact of work study and measurement on productivity. Review of literature indicates that the topic has been introduced in various fields of science and related its usefulness in practical applications. Descriptive research methodology is used to analyze the impact of work study and measurement on productivity. Effective work and time study as well as the measurement would translate in to a good productivity with very high chances of success, on the other hand if these two variables are lower in scale the production would be at diseconomies of scale. Value improvement can be achieved by greater impetus to decision and risk analysis, good project execution planning, business evaluation and funding analysis. The findings will give an insight on to the relevance of practicable methods to deal with work and may serve as input in improving efficiency, ensuring transparency in production methods and support further research.

Key words: work study, work measurement, time study, productivity, efficiency.

MANUSCRIPT

Introduction

1. There is a general belief that Production management and operations management are one and the same, which is not true. In the field of operations management the aspects of production, procurement, and supply chain activities are involved which

assumes a holistic view of manufacturing. The scope has widened with the emergence of services operations management. In this whole effort raw materials are transformed into quality goods for the customers. It is natural that the effort will be concentrated on adopting management principles to create a strategic advantage by producing customer driven goods and services. In controlling manufacturing or service operations several basic types of decisions are considered including operations strategy, product design, process design, quality management, capacity, facilities planning, production planning and inventory control. McDonald's operations system of both production and service made the differentiation. Operations management encompasses a series of activities which include; designing the products and packages, product administration, execution of plans and policies, improvement services.

2. Material handling is one of the key aspects considered in operations management. It essentially involves movement, handling and storage of materials. Material handling encompasses the movement, handling and storage of everything within and around an establishment -raw materials components and supporting goods in stores, between operations, regardless of shape, size, form, nature and weight. To be effective, material handling system should ensure optimum use of processing time to ensure no wastage, and economy of effort to prevent unnecessary cost. While material handling is a planned process, its efficiency and smooth operation can be affected by mechanical and economic factors. Mechanical factors or engineering factors cover the features like infrastructure, machinery, material and material handling equipments. Principles of material handling

include planning, operating, equipment, costing and general principles. Material handling equipments are grouped into three which are wheel barrow category, conveyors and industrial trucks.

3. Work study involves how time, effort, and skill are addressed to undertake a work systematically. It comprises of method study and work measurement. For work measurement, the techniques used are; time study, pre-determined motion time system (PMTS), synthesis, analytical estimating and activity sampling. Work measurement is an important consideration for work study. Work can be ideally divided as repetitive work where main operation continuously repeats during the complete production process and non-repetitive work wherein main operation is rarely repeated.

Literature Review

4. Kiran DR, Work Organization and Methods Engineering for Productivity. Maintaining that achieving maximum output and efficiency as the key area in an organization this book gives a general idea about these aspects. Key area which the book focuses is on work study which has the sole aim of improving the productivity of all factors of production such as material, labour and other resources. Aspects such as disruptive innovation methods of production by incorporating Industry 4.0 techniques including IoT and IIOT have been considered in the book. Further on the book dwells on improving productivity by optimizing all factors of production including labour output and optimization.
5. International Labour Organization, (1983) Lahore: National Book Foundation. This book covers the general aspects of work study which includes both theoretical and technical. It also includes the methodology involved in productivity measurement. Other aspects which have been included are job descriptions, ergonomics and work related performance.
6. International Labour Organization, (1992),

International Labour Office Geneva. Management Development Branch of the ILO, in collaboration with E. J. Riches, former Treasurer and Comptroller to the ILO. The book combines the views of many experts in the field who have been associated with ILO in the past. The book deliberates on work measurement as the key area of productivity. Further efforts have been made by the authors in the second edition. Another aspect which has been included was incorporating educational value of the book.

Aim

7. Aim of this research paper is to undertake an analysis on how work study and measurement can improve productivity.

Methodology

8. Descriptive Research: Descriptive Research has been used considering the various facets of work study and measurement, its impact on improving productivity. Here the characteristics of work study and time study are identified and analyzed from the point of view of improving the productivity. In descriptive research the process does not answer questions about how/why/when the characteristics occurred but describe the features of the system under analysis.

Analysis

9. In 1883, FW Taylor introduced the stopwatch method for accurately measuring the time to perform each single task of a complicated job. He developed the scientific study of productivity and identifying how to coordinate different tasks to eliminate wasting of time and increase the quality of work. The next generation of scientific study occurred with the development of work sampling and predetermined motion time system (PMTS). Work sampling is used to measure the random variable associated with the time of each task. PMTS allows the use of standard predetermined tables of the smallest body movements (e.g. turning the

right thumb by 30°), and integrating them to predict the time needed to perform a simple task. The major advantage of PMTS was delinking work measurements and observing the work. It means that without physically or actually observing the work, measurement could be undertaken. The foundation of PMTS was laid out by the research and development of Frank and Lillian Gilbreth around 1912. How did they go about? Rather than manually observing the worker they adopted the use of filming the workers activities. While the workers continued unnoticed the filming carried on to provide the necessary inputs for work study and work measurement. These steps without any doubt increased the productivity and made technological improvements but on the other hand issue of division of labour came up. Notwithstanding the challenges involved in methodically undertaking recordings and the calculation of these by the use of formulas remained somewhat unexplored until Frederick Taylor, whose early work focused on developing a new system of compensation called differential piece rate system, which in the later years was heavily challenged. In that process he conducted quite a lot of experiments on measurements and theoretical analysis on cutting of metals and human labour. Differential piece rate system harbored on the principle that 'produce more good quality goods in the allocated time in order to get more compensation'. So workers were encouraged to produce more and those with higher productivity were paid more in comparison to other workers. With introduced two key terms efficiency and effectiveness, which are carried on even now? So those who fell below the optimum level received lower wages. This in a way practically removed the method of soldiering. But then another issue came up which was fast workers reduced their speed to support the slow workers. In 1911 Taylor published his "The Principles of Scientific Management", in which he characterized scientific management as an accepted form

of science which impels on the worker to adopt scientific methods in all aspects of industrial life. There was emphasis on improved labour relations and qualitative improvement of worker.

- 10 Work study, time study and motion study now moved a step ahead. Taylor combined all the three and incorporated the motion study as advocated. From this analysis came up set piece patterns of work by Frank and Lillian Gilberth's motion study. Taylor moved further making deliberations on stop match method time study which adopted the motion study of Gilberths. As a follow up came in the concept of standard method of doing a work and acceptable time frame. This really pushed the workers to the limits. Frank Gilberth is credited with the process flow chart in 1921. In 1913 Ford published his "How many parts to make at once" in which he presented the idea of the economic order quantity model (EOQ). He described the problem as follows: "The interest on capital tied up in wages, material and overhead sets a maximum limit to the quantity of parts which can be profitably manufactured at one time and set up costs on the job fix the minimum. Experience has shown one manager a way to determine the economical size of lots. It was seen that this paper inspired a large body of mathematical literature focusing on the problem of production planning and inventory control.
- 11 Work and Motion study is another subject which increases the curiosity of operations manager. It has been seen from time immemorial that an effort has been undertaken to analyze a job and find out what does it contain even though it was for the first time systematically addressed by FW Taylor and originated the subject Industrial Engineering. Work study involves how time, effort, and skill are addressed to undertake a work systematically. A workable definition of work study could be "the momentous investigation of work with an intention of making the most cost-effective and valuable use of men, materials and machines". As per ILO, "Work study encompasses the

technique of method study and work measurement which are employed to ensure the best possible use of human and material resources in carrying out a specific activity". Hence it involves; method of performance of work, layout of the floor and work area, materials handling, physical conditions governing work, best possible use of machines and equipments, measurement and timing of work for assessing productivity. When management selects a job for work study the primary reason would be to improve efficiency. It can also be with the aim of standardizing the operators, removing acquired bad working habits, scrutinizing the advent of wrong work methods which affect the output which have been ignored, exploring the possibility of identifying the best and being the only method to undertake a job. A good work study can improve productivity, efficient use of labour, material and machines, lower costs and repairs resulting better quality, and overall improvement. Hence for work study it is recommended to introduce a committee. As change management is a difficult and so is introduction of work study due to anxiety, redundancy, and lack of expertise.

12. Work study comprises of method study and work measurement. Method study involves identifying alternate ways of undertaking the job and can include motion study on the other hand work measurement is time related assessment of output. For work measurement, the techniques used are; time study, pre-determined motion time system (PMTS), synthesis, analytical estimating and activity sampling. Method study involves scientific analysis of every operation, but also studies involving coordination and cooperation including contribution of machine and men. For this recording of details of all methods are required which include process charts and flow diagrams, multiple activity chart, motion charts, simultaneous motion charts, layout models and templates, string diagrams, and video recording. Flow process charts record the operations involved for a job by using symbols like; operation 'O' inspection transport storage and delay 'D'. Multiple activity charts is similar to process activity chart which link these involving more than one element of production. In this inactivity area is left blank and activity area shaded. SIMOs are used to record body movements using 'therbligs'. A method study is carried out to improve the process and its interrelationship with other processes, improving the layout and efficiency, financial prudence and improve working conditions. Motion study is introduced with the aim of improving human efficiency. Some of the principles are; employ both hands simultaneously but not to idle them at the same time, motion of hands should be simultaneous in opposite directions or symmetrical, ballistic motions are best as they make movements uncontrolled, layout should be definite to permit best sequence, continuous curved movements are preferred as against sharp directional changes, use other body parts to assist hands, momentum can be of assistance once an item is in motion and use gravity assistance where possible. Design of machines and improvement of work are related, hence endeavor should be to fit the physical, intellectual characteristics of people while designing machines. Prime yoke method is ideal to carry weight, jobs that uses various body parts and muscles at different times facilitating reduction of fatigue and improve productivity. Adjustable machines help in leveling with physical variations of workers, control lever, dials should be as per the specifics and one should not be confused for another to result into an accident.
- 13 Work measurement is an important consideration for work study. Ever since FW Taylor introduced the piece rate system of payment to compensate labour, efforts have been on to identify the standard amount of time required to complete any work. This is not only essential from production point of view and capacity planning but also for working out wages, formulating production schedule and

correct utilization of labour. As per British Standard Institution work measurement can be identified as, “the application of techniques designed to establish the time for every qualified worker to carry out a specified job at a definite level of performance”. Hence work measurement involves; finding out quantity of work, time needed for completion of that work, evaluation of output and comparing with standard output. Work can be ideally divided as repetitive work where main operation continuously repeats during the complete production process and non-repetitive work main operation is rarely repeated. A standardized procedure to undertake work by each worker is to be identified and then all workers engaged in the process are trained to achieve desired standards. Various techniques will be deliberated subsequently. Nevertheless all these can be categorized as direct method where actual observations are taken like time study and activity sampling, indirect method timings are calculated from available data like synthetic timings, PMTS and analytical engineering. Pre-determined motion study or PMTS is an indirect method. In this, from various independently engaged operations observed of same or similar tasks timings are taken as established set timings for completing certain tasks. To this extent methods like time measurement and work factor are being installed now a day. These programs give times for various body elements. Essential element is to break down activities to their basic elements. Steps are taken to make allowance for factors like weight, resistance to motion, caution etc. Engineer responsible analyses jobs into individual movements. From the table provided the time required for these motions can be determined after which they are then summed up and after adding allowances time for operations these are calculated. One of the likely advantages is identifying bad methods adopted by the worker including adoption of short cuts. A variation from this used in US and Britain is work factor system

wherein charts from established companies giving standard or work-factor time units provided are utilized. Similar to this technique is synthesis or synthetic time standards which are obtained from the company's own past records. Here times are not set on basic elements as basic as those detailed under PMTS but are set as whole parts of cycle. Another method used for indirect method is analytical estimating. The study is used for new jobs which cannot be synthesized because there may be some new element of work for which data is not available. This technique is used for non-repetitive jobs or long cycle jobs having variable elements. For repetitive operation, synthetic data is used and supplemented by estimates because of which accuracy depends on the capacity of the estimator. While setting time standard time should be set deliberately and adopt a base policy.

- 14 Time study may be defined as the art of observing and recording time required doing each detailed element of industrial operation. It is done with the objective of identifying the time required for a worker to complete a job under standard conditions using which the management can determine wage plan, obviate idle time or delay, make aware to the labour a target which has to be achieved, improve working conditions and control costs. This is under taken by a selecting a job for which the study is contemplated to be continued, thereafter the job is split into components which are then timed either by stop watch method or any other suitable one. After this is done the next step is to calculate the operator's effective speed of the work element and compare it with using performance rating (using Westinghouse rating which takes into consideration skill, effort, working condition and consistency, rate each factor and convert to percentages and sum up to get the rating of the worker or use 100% rating system where an average worker is considered as 100% and lower than average below 100%, more than average above 100%) thereafter using the rating factor calculate the basic time=(observed

time \times rating) \div 100. Thereafter total up the basic times of all elements, add allowances to compensate process allowance (idleness caused by the character of the process which worker is engaged in which is generally 5% of basic time), relaxation allowance (to recover from physiological and psychological fatigue, usually the allowance is 3-5% for men and 7% for women). This may include fixed allowances like drinking water, going to wash room and variable allowance given to operators working under poor environmental conditions, and contingency allowance which is up to 5 % (for unforeseen eventualities). Once all these details are considered, then test and review to obtain standard time. It has limitations and benefits. Another method used in direct observation is activity sampling. Here application of statistical sampling to jobs or activities is carried out. It is reasonable to consider that a technician engaged in study may not be able to identify that how many times a machine is down for various reasons in a week (duration of study). Hence rather than a constant observation a continuous analysis may prove to be fruitful. Here observations are carried out at a frequency picked up at random. Hence this method is also known as ratio relay and snap reading method of observing. The principle is that proportion of happenings in a random sample reflects to a known accuracy percentage of that condition in total activity. Degree of accuracy can be varied depending upon the number of observations taken. In order to achieve a desired accuracy and confidence level, using the formula $=pqz^2\div a^2$, where p is the % of items possessing particular characteristic in a sample, q (1-p), z the desired confidence level and a desired level of accuracy the number of observations are considered. In this method total working time of all workers is broken down to instants of time and it is linked by observation by Time study sampling. Thereafter the values are collated to identify action occurring at larger number of different instants of times,

which are then summed up and divided by the total number of observations. These are percentages of instants at which each activity was observed which serves as a basic data for work sampling. As a result an observer is able to identify the percentage of time workers are engaged or not engaged in an operation, providing allowances, and setting standards for both irregular work and indirect labour. Moreover idle time of a machine could be identified by the random samplings if the machine is working.

Discussion and Results

- 15 To achieve efficiency, effectiveness, and economy in performance of work, standardization and standards are essential. Standardization is to bring uniformity and it can be defined as “a process of bringing uniformity in work conditions, equipments, routines or procedures with the object of increasing efficiency.” Standard on the other hand is a definite level of performance in terms of time, quantity, quality and costs. It signifies a definite level of excellence in performance of work. The objectives of standardization are; bring economy and costs, increase efficiency of employees, facilitate training of employees, bring in consistency and continuity, standardization precedes standards. It can be employed in equipments, furniture, methods and routines. While undertaking the process of standardization, first of all purpose of standardization is seen, then the area has to be identified and defined, study and analyze the existing method, find out alternate methods of doing the work, and finally install and maintain new methods or routine.
- 16 Another factor which assumes prominence is work simplification. It is a step to simplify work procedure, activities and methods. It aims at elimination of wastes of any kind may it be time, energy, space, men, money, material, equipment and duplication of efforts to increase worker’s effectiveness and reduce efforts? This can be achieved by making series of activities simple and productive, reduce movement to the

minimum necessary, avoid bottlenecks, duplications and delays, arrange smooth flow of process, and give training and encourage simplification. For this first select the work which is to be simplified, then record the work, analyze develop practical methods and maintain the method by regular checks.

- 17 We have been working on theoretical systems or those which are ideal in any manufacturing process. Unfortunately the actuality is far away from these ideal systems, which means that we would come across combinations which can be called as hybrid systems. What it means that a system may involve combination of processes. We may explain this concept a little more by taking the example of a bakery product. As bread is now-a-days a common item let us go into its manufacturing. The raw material is first converted to wheat flour, and then there would be other ingredients to be added. This is followed by making the dough and baking it to make bread. The bread is then packed in for transportation which is another process. Finally these are transported to the retailers for providing them to the customers as per demand. Here we have the first part of making the wheat flour as process production which is followed by making dough as part production and finally culminating in process production. Another factor to be considered is that all these activities may not be undertaken by one agency unless they resort to vertical integration. So we would

have one agency supply wheat flour and another producing bread and transportation by a 3PL or 4 PL logistics provider. As these are time bound activities it would be cost effective to provide linkages by supply chain to increase efficiency.

- 18 A more recent approach, introduced by Terry Hill, involves distinguishing competitive variables in order to identify winner and order qualifiers when defining operations strategy. A firm for its existence in the market should be competitive. Hence we would introduce the terms order winners and order qualifiers. Order winners are those essential elements which keeps the firm a step ahead of its competitors. It is necessary but not without order qualifiers which are essential for a smooth transaction. An ideal combination may be sought after which can spiral the sales and improve productivity. Despite the categorization made in different functions and departments we would find in this context described the effort is an ideal combination of operations and marketing. An operations manager would be concerned about productivity. Any system employed for manufacturing is rated by the efficiency of functioning. In simple terms whether it is effort, money or material, it is the ratio between outputs and inputs. It is also useful to break up productivity in use U (productive percentage of total time) and yield η (ratio between produced volume and productive time) to evaluate production systems performances better.

CONCLUSION

Work and Motion study is another subject which increases the curiosity of operations manager because it translates in to productivity. Work study involves how time, effort, and skill are addressed to undertake a work systematically. As per ILO, "Work study encompasses the technique of method study and work measurement which are employed to ensure the best possible use of human and material resources in carrying out a specific activity". Hence it involves; method of performance of work, layout of the floor and work area, materials handling, physical conditions governing work, best possible use of machines and equipments, measurement and timing of work for assessing productivity. When management selects a job for work study the primary reason would be to improve efficiency. Work study comprises of method study and work measurement. Method study involves identifying alternate ways of

undertaking the job and can include motion study. On the other hand work measurement is time related assessment of output. For work measurement, the techniques used are; time study, pre-determined motion time system (PMTS), synthesis, analytical estimating and activity sampling. A method study is carried out to improve the process and its interrelationship with other processes, improving the layout and efficiency, financial prudence and working conditions.

20 Work measurement is an important consideration for work study. It involves; finding out quantity of work, time needed for completion of that work, evaluation of output and comparing with standard output. A standardized procedure to undertake work by each worker is to be identified and then all workers engaged in the process are trained to achieve desired standards. Nevertheless all these can be categorized as direct method where actual observations are taken like time study and activity sampling, indirect method timings are calculated from available data like synthetic timings, PMTS and analytical engineering. A variation from this used in US and Britain is work factor system wherein charts from established companies giving standard or work-factor time units provided are utilized. While setting time standard time should be set deliberately and adopt a base policy. Time study may be defined as the art of observing and recording time required doing each detailed element of industrial operation. Thereafter total up the basic times of all elements, add allowances to compensate process allowance, relaxation allowance. Moreover idle time of a machine could be identified by the random samplings if the machine is working. To achieve efficiency, effectiveness, and economy in performance of work, standardization and standards are essential. It signifies a definite level of excellence in performance of work. Another term which assumes prominence is work simplification. It is a step to simplify work procedure, activities and methods.

REFERENCES

- ASQ/AIAG Task Force, Fundamental Statistical Process Control. Troy, MI: Automobile Industry Action Group, 1991.
- ASQ Quality Cost Committee, Guide for reducing quality costs, 2nd ed. Milwaukee, WI: American Society for Quality, Inc., 1987.
- Besterfield Dale H., Quality Control, 6th ed. Upper Saddle River, NJ: Prentice Hall, 2001.
- Bossert, James L., Quality Function Deployment: A Practitioners Approach. Milwaukee, WI: ASQ Quality Press, 1991.
- Camp Robert C., Benchmarking: The Search for Industrial Best Practices That led to superior practice. Milwaukee, WI: ASQ Quality Press, 1989.
- Chase, G.w., Implementing TQM in a construction company. Washington D.C.: Associated General Contractors of America, 1993.
- Chrysler/Ford/General Motors Task Force, Potential Failure Mode Effects Analysis (FMEA). Troy, MI: Automobile Industry Action Group, 1995.

-
- Deming, W. Edwards, Quality, Productivity, and Competitive position. Cambridge, MA: Massachusetts Institute of Technology, 1982.
 - Donald, J. Bowersox, David, J. Closs, Cooper, M. Bixby, Supply Chain Logistics Management. Mc Graw Hill Education, 2nd Edition, 2008.
 - Feigenbaum, A.V., Total Quality Control. New York: McGraw-Hill Book Company, 1961.
 - Ishikawa, K., What is Total Quality Control? Englewood Cliffs, NJ: Prentice Hall, Inc., 1985.
 - Knouse, Stephan B., Editor Human Resources management perspectives on TQM concepts and Practices. Milwaukee, WI: ASQ Quality Press, 1996.
 - Nakajima, Seichi, Total Productive Maintenance, Portland, OR: Productivity Press Inc 1988.
 - Neeti Gupta & Anjali Gupta, Operations management, 2017, Kalyani Publishers, NewDelhi
 - Peace, Stuart Glen, Taguchi Methods: A Hands-On Approach. New York: Addison-Wesley Publishing Company, Inc., 1992.
 - Taguchi, G., Introduction to Quality Engineering. Tokyo: Asisn Productivity Organization, 1986.
 - Winchell, William, TQM: Getting Started and Achieving Results with Total Quality Management. Dearborn, MI: Society of Manufacturing Engineers, 1992.
<https://en.wikipedia.org/wiki/File:MRP2.jpg>



A study of Motivational Tools and Techniques in IOCL (AOD) in relation to Employee Engagement.

Dr. Pranjal Bezborah,
Professor (Rtd),

Department of Commerce, Dibrugarh University

Dr. Nidhi Garodia
Dibrugarh University

Abstract:

Motivation is the major source of employee engagement in an organization. The paper is an attempt to describe how IOCL(AOD), Digboi uses its motivational tools for employees welfare and their dedicated engagement towards organization affair.

The paper takes a case study approach, using questionnaire and observation as tools for data collection. Here IOCL (AOD) motivational tools are presented using Maslow's Need Hierarchy theory, depicting how needs fulfilment have a long term entanglement with work place. Result shows, tools satisfy most of the employees need; however few recommendations were suggested for betterment. Most effective tool is, such PSUs providing residential facility around the organization establishment, and a better social living with good recreational facility.

Keywords:

motivation, Maslow's need hierarchy, employee engagement, employees needs

Introduction:

Motivated employees are the greatest asset of an organization. Employee engagement in a company depends upon, what company gives to their employee? Answer may come as MONEY. Most reading this paper has or had been employed somewhere, now think is it only money that makes a person sticks to a place of work. There can be many factors like, feasibility, status, family, interest, passion, etc, and of course money. As seen through, it seems as employee's needs are satisfied, they enthusiastically work in an organization.

Objective:

The paper attempt to link Maslow's need hierarchy to motivational tools of one of the navtarna PSUs of India, Indian Oil Corporation

Limited (Assam Oil Division), Digboi, Assam. And find how it effect employee engagement towards organization.

Research Methodology

The paper takes a case study approach to study in detail the impact of motivational tools adopted by IOCL(AOD) in engaging employees towards organizational affairs. Datas are collected through questionnaire and observation. The study is limited to the employees of IOCL(AOD), Digboi.

Assam Oil Division (AOD):

The little town Digboi, situated in the extreme northeast corner of the country is the headquarters of the Assam Oil Division of the Indian Oil Corporation Ltd. and is regarded as the birthplace the country's petroleum industry. The Digboi Refinery, commissioned in 1901, is today India's oldest operating refinery and one of the oldest operating refineries in the world. In fact, it was the only refinery in India till the mid 1950's. Earlier owned and operated by the Assam Oil Company Ltd. It came into the fold of the Indian Oil Corporation Ltd. by an Act of Parliament on 14th.October 1981 and became Assam Oil Division of Indian Oil Corporation Ltd

Post Nationalization, phasewise modernization of the age old Refinery was taken up and, today, with its vastly modernized operations and facilities, Digboi Refinery is an ISO 9002 - ISO 14001 and DNV OHSMS 1997 accredited refinery manufacturing major petroleum products and a wide range of specialty products. Digboi refinery also meets the requirements of BS 8800. refinery manufacturing major petroleum products and a wide range of specialty products. Digboi refinery also meets the requirements of BS 8800.

Product of Digboi Refinery

Table: 1.1

| Conventional product | Specialty Product |
|-------------------------|------------------------|
| Motor Spirit | Mineral Turpentine oil |
| Superior Kerosene oil | Jute Batching Oil |
| High Speed Diesel | Solar oil |
| Light Diesel Oil | Aromax |
| Furnace Oil | Kerosene |
| Low Sulphur Heavy Stock | Malarial Oil |
| Raw Petroleum Coke | Lube Oil Base Stock |
| Paving Bitumen | Paraffin Wax |
| | Solvent-90 |

Motivational Factors in IOCL (AOD)

IOCL (AOD), Digboi is a learning organization. It has a large chain of employees. The organization takes considerable care in fulfilling the needs and desire of its employees. Company's major HR policies towards employee's encouragement are-

- **Pay & Allowances**

- **Pays-**

- Protected pay(officers)
 - Special pay(officers)
 - Personal pay, Additional pay (non-officers)

- **Allowances-**

- Dearness allowances
 - House rent allowances
 - Special allowances
 - Non-practicing allowances
 - Shift allowances
 - Washing allowances
 - Tea allowances
 - Tanker (duty) allowance & refreshment allowance
 - Conveyance allowance to blind and orthopedically handicapped employees
 - Cash handling allowance
 - Outfit allowance
 - North eastern allowance
 - Special compensatory (remote locality) allowance
 - Professional up-gradation allowance
 - Rationalization adjustment allowance
 - Rationalization cum skill up-gradation expenses to non-officers
 - Special computer allowance to non-

officers

- Compensatory hill cum winter allowance
- Project allowance
- Daily allowances

- **Travelling allowances –**

- Travel by air
 - Travel by rail
 - Travel by road
 - Travel by ship
 - TA on transfer
 - TA for medical attendance and/or treatment at outstations

- LTC is admissible to all employees in the approved scales of pay, on completing one year of continuous service. It is provided once in a period of two calendar years, applicable within India
- Schemes for Children Education and Self Development
- Scheme for grant of special awards to meritorious children of the employee
- Scheme to provide incentive for acquiring higher qualification
- Scheme to provide incentive for acquiring certificate to proficiency as Boiler Operation Engineer (BOE)
- Sponsorship to various educational courses/programmes
- Scheme for membership of professional bodies/institutions/societies

- **Leave-**

- Casual leave- 12 days in a calendar year
 - Special casual leave- for participation in sports meets, for undergoing sterilization operation, for joining training/duty in territorial army, for reassessment of disability of ex-servicemen, for blood donation, for appearing in court cases (for drivers)
 - Earned leave- total earned leave can be accumulated upto 300 days
 - Sick leave
 - Disability leave
 - Disability leave
 - Special leave for serious sickness

- Extraordinary leave without pay
- Study leave
- Maternity leave
- Special compensatory off
- Child care leave (without pay for female employees)
- Social security benefits-
- Indian oil employees welfare cooperative / group insurance schemes / benevolent fund scheme for sr.officer
- Gratuity/family pension
- Superannuation benefit fund scheme
- Post retirement medical attendance facility
- Family Rehabilitation Scheme
- Compensation for injury by accidents while on duty
- Voluntary Retirement Scheme-

● **Benefit –**

- Social security benefit
- Full provident fund
- Encashment of leave
- Resettlement concession
- Ex-gratia payment
- Medical insurance

Applicable only for those who has attended 45 yrs of age and has served for min. 20 years, or re-employed pensioners who have served a minimum pension of 10 years.

- Medical facility- IOCL (AOD) runs a full-fledged hospital establishment for its employees. For critical cases they have tie-up with other multi-speciality hospitals in and around the region.
- Welfare schemes- Financial assistance is provided to Staff institutes and Officers' Club which are of two types:
 - Variable Assistance: This is granted to per member per month on basis of members' monthly contribution.
 - Financial Assistance: This assistance is on regard to sports, library and attendant etc.
- Promotion- Promotion is conducted in a time span of every 6 year, on following criteria-
- Performance as reflected in Performance Appraisal/ Confidential Reports (E-pms,

Electronic Performance Management System is followed)

- Qualification
- Seniority
- Discipline viz. Clearance from vigilance and disciplinary angle
- Training and Development- Indian Oil is a network of 20 learning and development centres
- Awards and Incentives-
 - Regular employees of the corporation are eligible for the gold awards of different values for rendering good and satisfactory service
 - The long service award are presented to the employees for completing a long period of service on various occasion

● **Suggestion schemes-**

- Indian Oil Suggestion Scheme
- Annual Awards
- Best Suggestion of the year:
- Best Suggestor of the year:
- Most Frequent Suggestor:

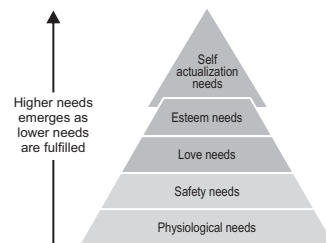
For the Best Suggestion/best suggestor / most frequent suggestor of the year award, a trip value of Rs 1 lakhs will be granted to the winner subject to estimated weighted savings of minimum 10 lakhs. This will be addition to the existing award.

● **Other forums for recognition**

- National Awards
- In-house Recognition

Segregating various motivational tools as per Maslow's Need Hierarchy

The Maslow's need hierarchy is show as follows:



As per Maslow when an employee's lower need is satisfied he tends to achieve ones higher order

needs. Below shown some of the Motivational Tools followed in IOCL.

Segregation of IOCL Motivational Tools as per Maslow’s Need Hierarchy:

Table: 1.2

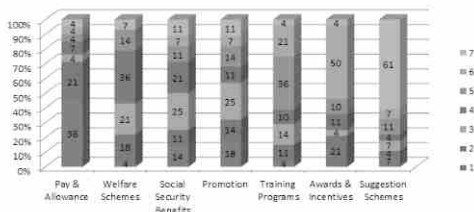
| Needs | Policies adopted by IOCL |
|-------------------------|---|
| Physiological need | Pay & Allowances, Leave |
| Safety need | Social security benefits, Voluntary Retirement Scheme, Medical Facilities |
| Social need | Welfare schemes |
| Self-esteem need | Promotion, Training and Development, Awards and Incentives |
| Self-actualization need | Suggestion schemes |

Findings:

A small survey was conducted to find the implication of companies Hr policies on employee’s engagement. The result shown in figures below

Ratings for Various HR Policies in IOCL as the motivational factor (officers)

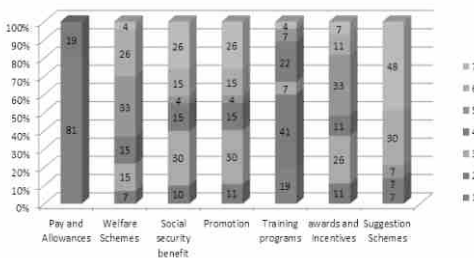
[Here, 1 being the top of the scale and 7 being the lowest]



Most officers were seemed satisfied with pay and allowances, they recommended award and incentives, and suggestion schemes need improvement and should be flawless.

Rating for various HR Policies in IOCL as motivational factor (non-officers)

[Here, 1 being the top of the scale and 7 being the lowest]



allowances; however they feel other recreational facilities need considerate improvement.

Survey result depicted via table below in context Maslow’s Need Hierarchy-

| | |
|-------------------------|---|
| Physiological Need | Pay(satisfactory), Allowances(need improvement) |
| Safety Need | Social Security Benefits (Satisfactory), Medical facilities (Satisfactory), Voluntary Retirement Scheme(need improvement) |
| Social Need | Welfare Scheme (Satisfactory in case of Officers but need improvement in case of Non- Officers). |
| Self esteem Need | Promotion (Need improvement), Training Programs (Somewhat Satisfied), Awards and Incentives (Need improvement) |
| Self actualization Need | Suggestion Scheme (Need improvement). |

The best part of these companies is that, they bound employees to reside within the organization parameters. Like for officer’s grades bungalows are allotted, admits nature, with vast surroundings. And the non-officers mostly reside within the township. By this means employees social life are mostly is enjoyed with their peers or sub-ordinates. Thus the enthusiasm to work and get involved in companies activities naturally develops among them and as well as among their families.

Recommendation

The following are the suggestions given by the employees of IOCL (AOD)

Officers:

- Educational, practical, job related training
- Better in-house recognition
- Immediate Grievance handling
- Transparent Promotion Policies
- Performance oriented incentives beyond promotion
- Knowledge sharing by senior (experienced personnel) with their subordinates

Non-Officers:

- Promotion to be more performance based rather than seniority based
- Better Housing facilities including (water provision)
- Training programs in areas of- technical, electrical, mechanical, general and

- educational
- Promotion policy from non-officers to officers to be reformed
- Quiz competitions to be organized as a part of knowledge seeking and social activity

Based on the results of the questionnaire and suggestions given by the employees, the recommendations are put forward for consideration by management towards improving employees' motivation/ morale towards work, towards the organization:

Flexible Benefits Schemes – It is an award package that can be tailored to employee personal circumstances. It is a system which provides staff choice over the mix and level of cash and benefits received. It is typically, a 'menu' of benefits provided from which an employee can choose and an amount or credit which can be spent on benefits. These choices can include traditional benefits or the more lifestyle oriented benefits .The employer can

again also save money through reduced or capped benefit savings and enhanced tax and National Insurance efficiency.

Motivational teams in organization –The organization can form a motivational team, including managers, supervisors or any other personnel who is with high motivation towards the organization. The team can monitor the change in employees' productivity and efficiency towards their work.

Childcare Voucher – this is towards the children of employees. In such scheme a voucher is issued (equivalent to the salary amount or as per employees' willingness) in the name of the child which can be realized in future according to child's need and requirement.

Social Gatherings (for non-officers in particular)

Instantaneous Recognition for any good job done (to be given to employees)

CONCLUSION

Indian Oil Corporation Limited (Assam Oil Division), Digboi is the oldest refinery in India. It is one of the Navratnas of the country and also one of the largest commercial enterprises. It gives employment to nearly 2000 people in upper Assam. The employees here get all the facilities, such as – allowances, good pay, awards, leaves, etc like in other Public Sector Undertakings.

In spite of good monetary and non-monetary benefits, it is difficult to handle and motivate employees to give their best performance and remain engaged to the organization affairs. In this project a study has been conducted on the HR Policies of IOCL with respect to Maslow's Need Hierarchy Theory.

At the end of the study we can conclude that the lower order needs of safety and physiological nature (Pay and Allowances, Social Security Benefits and Medical Facilities) are satisfactory to the employees, though the higher order needs of self-actualization, self-esteem and social in nature (Promotion, Suggestion Scheme, Welfare Scheme) are unsatisfactory to the employees and they need improvement.

Social in nature (Promotion, Suggestion Scheme, Welfare Scheme) are unsatisfactory to the employees and they need improvement.

REFERENCES

Website:

- www.majoreventsint.com
- www.iocl.com

Magazine:

- Indian Oil 50(1959-2009)
- Company Manuals (Administrative & Personnel)



Study on Employee Retention, Loyalty, Learning Opportunities, Organizational Performance & Change (RLLOO)

Ms. Saloni Choudhary

HR dept.
Ranosys Technologies Pvt. Ltd.
Jaipur, India

Ms. Shivani Bhatnagar

HR dept.
Qualcomm
Hyderabad, India

ABSTRACT

Employee Engagement is a term for employee communication. It is an attitude that an employee has toward the organization and its values. These days HR practitioners are giving a lot of importance to Employee Engagement as it has more to do with employee retention, job satisfaction, productivity, and organizational growth. The main objective of this study is to understand the impact of employee engagement and to understand the dimensions of employee engagement on employees and the organization. It helps in creating positive organizational culture, encourages the employees to be loyal and retained with the organization, enhances the productivity of the employees by giving them opportunities to learn and grow, keeps the employees motivated towards work by uplifting their mental health, supports the top-level management in implicating organizational changes. Overall, it is observed that Employee Engagement has a great impact on organizational growth. The relevant data was obtained with the help of a questionnaire which was distributed among 51 respondents who were chosen by convenient sampling. Model RLLOO – A study on Employee Retention, Loyalty, Learning Opportunities, Organizational Performance & Change is derived to understand the importance of employee engagement on successful organizational growth and employee satisfaction. The model is explained in detail and proved that Employee Engagement has a positive impact on the organization (Allen & Turner, 2018).

KEYWORDS : Employee Engagement, Job Satisfaction, Performance, Organization, Retention.

I. INTRODUCTION

Employees are the most important resources

for any organization. So, it is important to keep the employees engaged to increase their productivity and performance at work. Employee Engagement is a level of commitment and involvement of employees towards an organization and its values (Arslan, 2017). Hence it impacts the focus, motivation, and belongingness of employees at work. Engaged employees feel committed and energetic toward their work. There is a tremendous change in the mindset of employees these days. They seek to work with an organization with good culture, values, and ethics. It is observed that the employee attrition rate is increasing in every business and the only way to keep the employees retained is to provide them with a positive environment and culture and to keep them engaged (Delina & Samuel, 2019). Committed employees will always be an asset to the business and will always give their best. Employee Engagement ensures that the employees perform their job with full dedication and effort and bring great results.

In this research, we have studied different factors that will affect employee engagement and the steps organizations can take to keep employees engaged. The management is finding it difficult to keep the employees engaged and to abide by the company rules, regulations, and policies simultaneously. There is no fixed model and measure to calculate the level of employee engagement, still, HR professionals are working to derive the factors responsible for influencing engagement.

1.1 AIM

The research paper aims to study about few important aspects of employee engagement activities and its impact on the organization and employees (Yaneva, 2021).

1.2 OBJECTIVES

The objectives of this paper are:

- To understand the factors affecting employee engagement.
- To examine the effect of employee engagement on individual employees and performance
- To determine various ways to implement employee engagement activities in an organization.
- To ensure the continuous growth and productivity of an organization by keeping the employees engaged and committed to work (Cesário & Chambel, 2017).
- To understand the expectations of the employees from the organization and job to keep them retained and to reduce the attrition rate.

1.3 PROBLEM STATEMENT

Employees are driving for an organization. These days' organizations are finding it difficult to keep the employees retained and hence the attrition rate is increasing. It is extremely important for organizations to ensure that the employees are happy, motivated, and committed towards their work to control attrition. It has been observed that engaged employees are productive and are able to support for the profitability of the organizations. The organizations are lacking the important factors to ensure that the employees are engaged as there is no fixed rule/model for it (Allen & Turner, 2018). Hence we have derived a model RLLO – Employee Retention, Loyalty, Learning Opportunities, Organizational Performance & Change to understand the expectations of the employees and to keep them engaged so that they can give the best results.

1.4 SIGNIFICANCE

1. Engaged employees will be retained in an organization and will contribute to the overall success of the organization by giving the best results.
2. It will increase the efficiency and

effectiveness of employees at work by keeping them motivated and focused on their work (Arslan, 2017).

3. It will help to create a positive and motivated environment in the organization which in turn will increase the profitability of the organization.
4. The employees will feel emotionally attached to the company's values and will be able to perform as per the desired standards.
5. It will create a positive organizational culture that will encourage the feeling of belongingness among employees.
6. It creates a sense of job satisfaction among the employees that leads to growth, profitability, and sustainability of the organization (Saran, 2014).
7. It will make the employees feel wanted and valued in the organization.
8. Employee Engagement boosts the productivity of employees as they feel acknowledged for their work and performance (S & Thomas, 2018).

"To win in the marketplace you must first win in the workplace."- Doug Conant, CEO of Campbell's Soup

II LITERATURE REVIEW

The authors of the article have reviewed various books, internet blogs, news articles, and published material to understand the various HR practices and functions to create a concrete relation in the content of the article.

According to Kahn Model, it focuses on three crucial factors to attain employee engagement i.e. meaningfulness, availability, and safety. Meaningfulness is the purpose behind the work, availability is the notion that the employee is physically and mentally able to perform the role and safety is the feeling of psychological protection where employees feel secure in work.

According to AON-Hewitt Model, it focuses on three important outcomes of Employee Engagement which include – Say, Stay, and Strive. Say refers to the open

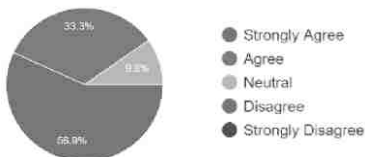
door policy where the employees have the freedom to speak and share their views and suggestions. Stay means that the engaged employees are less likely to change the organization and will be able to be retained hence the attrition rate will be reduced (Delina & Samuel, 2019). Strive is the idea that engaged employees are invested and are always looking for opportunities to grow and thrive.

III RESEARCH METHODOLOGY

According to the research, we used secondary, primary, and quantitative methods that make effective and attractive research (Chandani et al., 2016). The primary data is collected through various questionnaires and focus groups. The secondary data is collected through books, journals, and websites. We have designed our questionnaire based on 5 tools such as employee retention, loyalty, learning opportunities, organizational performance, and change (RLLOO). The model focuses on developing and understanding different factors to keep the employees engaged to enhance the profitability of the business (Cesário & Chambel, 2017). The model is derived through a sample questionnaire and the experience of the researcher explains the importance of employee engagement. There is no fixed formula to implement employee engagement in an organization, but it can be understood through the employee expectations and requirements which vary from business to business.

IV FINDING & ANALYSIS

Will you be retained in an organization with good culture and environment (51 Responses)

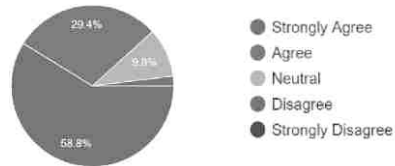


Graph 1: Good culture and environment

Interpretation: 92.2% of employees are strongly satisfied that they think employee engagement

has an impact on the culture and environment in the organization while 9.8% of employees are neutral. The organization should create some innovative methods of employee engagement activities so that it will reflect in good culture & environment and employees can able to retain in an organization.

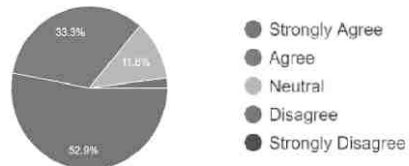
Do you think employee engagement plays a vital role in having loyal employee (51 Response)



Graph 2: Loyal employees

Interpretation: 88.2% of employees are strongly satisfied that they think employee engagement helps to get loyal employees towards the organization while 9.8% are neutral and 2% do not agree. The organization should understand the reasons and try to develop innovative ways to improve employee engagement methods.

Do you think employee engagement has an impact on the performance of employee (51 Responses)

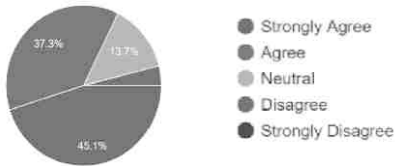


Graph 3: Performance of employees

Interpretation: 86.2% of employees are satisfied that they think employee engagement has an impact on their performance in the organization while 11.8% of employees are neutral and 2% disagree with the relationship between employee engagement and performance. The organization should enhance some creativity in employee engagement so that it will increase the performance of employees.

Interpretation: 82.4% of employees are satisfied that they think employee engagement can enhance learning opportunities in the organization while 13.7% of employees are

Do you think employee engagement help to enhance your learning opportunities for employee (51 Responses)



Graph 4: Learning Opportunities

neutral and 2% disagree with the relationship between employee engagement and learning opportunities. The organization should convert 15.7% of employees from dissatisfaction to satisfaction so that it builds a culture of learning.

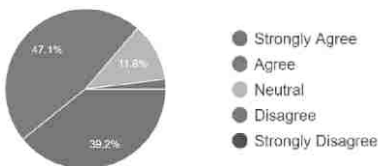
Which type of employee engagement help to motivate you? (51 Responses)



Graph 5: Motivate the employees

Interpretation: 41.2% of employees are motivated by the cognitive approach of employee engagement while 35.3% of employees are motivated by the emotional approach while 17.5 of employees are motivated by the physical approach. 5.9% of employees think that there should be some other approach that can be helpful. The organization

Do you feel organizational changes can be managed with the help of employee engagement (51 Responses)



Graph 6: Organizational changes

should measure the best approach to motivate through employee engagement.

Interpretation: 86.3% of employees are satisfied

that they think employee engagement can able to manage the organizational changes while 11.8% of employees are neutral and 2% of employees disagree. Employee engagement techniques should be more effective which elps to manage the organizational changes.

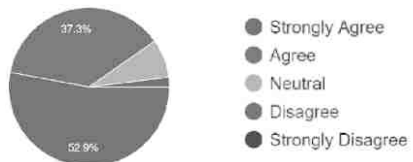
Does employee engagement activities has an impact on the health and well being of employee (51 Responses)



Graph 7: Health & well-being of employees

Interpretation: 82.3% of employees are satisfied that they think employee engagement can impact the health and well-being of the employees while 11.8% of employees are neutral and 5.9 % of employees disagree with the relationship between employee engagement and the health & well-being of employees. The organization should conduct some surveys and should understand how the organization can impact health through employee engagement.

Does employee engagement activities help to improve the profitability & productivity of an organization? (51 Responses)



Graph 8: Improve profitability and productivity

Interpretation: 90.2% of employees are satisfied that they think employee engagement can increase productivity and profitability in the organization while 7.8% of employees are neutral and 2% of employees disagree with the relationship between employee engagement and profitability & productivity. Organizations can circulate feedback on employee engagement at regular intervals to increase the productivity and profitability of employees.

| Data Interpretation | Research Questions | Hypothesis |
|--|--|---|
| 92.2% of employees think that employee engagement is directly proportional to organization culture and environment that come under H1 while 7.8% are not that come under H0. | Research Questions Will you be retained in an organization with good culture and environment? | Hypothesis H1: Employees are directly proportion to employee engagement and organization culture & environment. H0: Employees are indirectly proportion to employee engagement and organization culture & environment. |
| 88.2% of employees think that employee engagement is directly proportional to loyal employees that come under H1 while 11.8% are not that come under H0. | Do you think employee engagement plays a vital role in having loyal employees? Do you think employee | H1: Employees are directly proportion to employee engagement and loyal employees. H0: Employees are indirectly proportion to employee engagement and loyal employees. |
| 86.2% of employees think that employee engagement is directly proportional to the performance that come under H1 while 13.8% are come under H0. | Do you think employee engagement has an impact on the performance of employees? | H1: Employees are directly proportion to employee engagement and performance. H0: Employees are indirectly proportioned to employee engagement and performance. |
| 82.4% can help to enhance their learning through employee engagement that come under H1 while 17.6% are come under H0. | Do you think employee engagement helps to enhance your learning opportunities for employees? | H1: Employees are directly proportion to employee engagement and learning opportunities. H0: Employees are indirectly proportioned to employee engagement and learning opportunities. |
| 86.3% of employees think that organizational change can be managed with the help of employee engagement that come under H1 while 13.7% are not that come under H0. | Do you think organizational changes can be managed with the help of employee engagement? | H1: Employees are directly proportion to employee engagement and organizational changes. H0: Employees are directly proportion to employee engagement and organizational changes. |

| Data Interpretation | Research Questions | Hypothesis |
|---|--|--|
| 82.3% of employees think that employee engagement is directly proportional to health and well-being that come under H1 while 17.7% are come under H0. | Does employee engagement activities has an impact on the health and well-being of employees? | H1: Employees are directly proportion to employee engagement and health and well-being. H0: Employees are indirectly proportion to employee engagement and health and well-being. |
| 90.2% of employees think that employee engagement is directly proportional to profitability and productivity that come under H1 while 9.8% are not that come under H0 | Does employee engagement activities help to improve the profitability and productivity of an organization? | H1: Employees are directly proportion to employee engagement and profitability & productivity. H0: Employees are indirectly proportion to employee engagement and profitability & productivity. |

TABLE 1: INTERPRETATION OF THE CHART

VI. DISCUSSION ON INTERPRETATION

In this study, we have developed the finest model based upon our knowledge, understanding, knowledge, analysis, and observation of the current scenario considering the mindset of employees to know the better techniques of employee engagement in any organization. It is very transparent that the needs and expectations of the employees are kept on changing. The organization's goal is to satisfy the employees by fulfilling their necessary demands and expectations.

In a better view to know employee engagement of the employees, we have developed a model named RLLOO which stands for EMPLOYEE RETENTION, LOYALTY, LEARNING OPPORTUNITIES, ORGANIZATIONAL PERFORMANCE, and CHANGE. With the help of this model we have analyzed HR practices that need to be modified to meet the business and employee requirements and if implemented successfully can impact positively in managing employee engagement in the organization (Kocherlakota, 2017). The organization should keep a periodic check on all

the parameters stated in the model and also take feedback from the employees to understand their point of view.

Description of the MODEL– RLLOO

Employee engagement is an effective method in the organization (Chandani et al., 2016). The best model that can use to create effective employee engagement is Employee Retention, loyalty, learning opportunities, organizational performance, and organizational change (RLLOO). This model helps to fulfill individual and organizational goals and earn maximum profit by creating brand value in the market.

1. EMPLOYEE RETENTION

Employee engagement helps to retain employees in the organization. An employee can be retained through social bonding, additional benefits, career advancement, and many other factors (Hoxsey, 2010). The organization should understand the factors to retain employees through employee engagement. Good experience and values play a vital role in retaining employees.

2. LOYALTY

Employee engagement help to bring belongingness and commitment to the organization. It increases their values and ethics to focus more on their work and leads to bringing loyalty towards the organization.

3. LEARNING OPPORTUNITIES

Employees should grasp all the learning opportunities related to their work or other activities (Saran, 2014). Employee engagement gives the platform to learn different things and helps to interact with a different mindset of employees.

4. ORGANIZATIONAL PERFORMANCE

Employee engagement plays an important role in organizational performance. It will give fatigue from their work and reduces the stress of work (Hoxsey, 2010). Employee engagement help to increase productivity and team building within the organization. It helps to bring in more potential employees and increases the profitability of the organization.

5. ORGANIZATIONAL CHANGE

Employee engagement helps to develop the



bonding with other departments as well (Yaneva, 2021). It is very helpful in cross-functional departmental change and can coordinate properly.

Fig.1: Model of RLLOO

VII. LIMITATIONS

The research was conducted in a limited period, so the scope of the study was narrow. The data survey was collected by the employees of any organization and department so the results may not give a clear picture of any business or sector (Kocherlakota, 2017). The questionnaire was focusing on the employee engagement practices of the company so, the employees who are not engaged well may be uncomfortable giving the correct responses. It was a time taking process to get the survey filled out from the respondents.

CONCLUSION

Based on the model RLLOO – Study on Employee Retention, Loyalty, Learning Opportunities, Organizational Performance & Change depends on employee engagement practices. The research helped us to understand the importance of employee engagement practices in an organization. It keeps the employees motivated and engaged in work which improves their productivity and by enhancing their self-esteem it maintains a positive culture and environment at the workplace which makes the organization a better place to work (S & Thomas, 2018). It is observed that engaged employees feel valued and motivated by the organization and hence will be retained for a longer period which reduces the attrition rate in the organization. The productivity, efficiency, and effectiveness of the employees have a direct relationship with employee engagement in the organization and the employees feel motivated to perform well and give the best results. The appropriate employee engagement practices not only keep the employees motivated but also build a good market value and repo of the organization in the market which enables the organization to attract talented candidates. So, every organization must plan for employee engagement practices that are appropriate, suitable, and accepted by the employees and management to ensure the growth and success of the business.

When Employees are happy, they are your very best Ambassadors.

REFERENCES

- 1 Allen, J., & Turner, A. (2018). Employee Performance and Engagement for Performance Improvement. *Performance Improvement Quarterly*, 30(4), 225–230.
- 2 Arslan, M. (2017). Organizational Cynicism and Employee Performance: Moderating Role of Employee Engagement. *SSRN Electronic Journal*, 1(1). <https://doi.org/10.2139/ssrn.3080254>
- 3 Cesário, F., & Chambel, M. J. (2017). Linking Organizational Commitment and Work Engagement to Employee Performance. *Knowledge and Process Management*, 24(2), 152–158. <https://doi.org/10.1002/kpm.1542>
- 4 Chandani, A., Mehta, M., Mall, A., & Khokhar, V. (2016). Employee Engagement: A Review Paper on Factors Affecting Employee Engagement. *Indian Journal of Science and Technology*, 9(15). Researchgate. <https://doi.org/10.17485/ijst/2016/v9i15/92145>
- 5 Delina, G., & Samuel, P. E. (2019). A STUDY ON THE INTERRELATIONSHIPS BETWEEN EMPLOYEE ENGAGEMENT, EMPLOYEE ENGAGEMENT INITIATIVES AND JOB SATISFACTION. *International Journal of Business Excellence*, 1(1), 1. <https://doi.org/10.1504/ijbex.2019.10019966>
- 6 Hoxsey, D. (2010). Are happy employees healthy employees? Researching the effects of employee engagement on absenteeism. *Canadian Public Administration*, 53(4), 551–571. <https://doi.org/10.1111/j.1754-7121.2010.00148.x>
- 7 Kocherlakota, S. D. (2017). Employee Commitment: A Giant Leap in Employee Engagement. *OPUS: HR Journal*, 6(1). <https://doi.org/10.21863/opus/2015.6.1.003>
- 8 S, N., & Thomas, P. M. (2018). The Impact of Employee Engagement on Employee Loyalty. *International Journal of Trend in Scientific Research and Development*, Volume-2(Issue-3), 324–331. <https://doi.org/10.31142/ijtsrd10914>
- 9 Saran, S. (2014). Employee Engagement: Leveraging Strengths and Underpinning Weaknesses (Identifying the Factors Underlying Employee Engagement Levels in an Organization). *Journal of Human Resource Management*, 2(3), 47. <https://doi.org/10.11648/j.jhrm.20140203.11>
- 10 Yaneva, M. (2021). Employee Satisfaction vs. Employee Engagement vs. Employee NPS. *European Journal of Economics and Business Studies*, 4(1), 221–227.



Culture Of Employee Engagement: Best Practices For Fostering A Positive And Productive Workplace

Ms. Mrigashikha Mitra Banerjee

Balmer lawrie & Co. Ltd.

Dr. Subir Bikas Mitra

Advisor (Law)

GAIL (India) Ltd.

Employee engagement refers to the extent to which employees feel emotionally committed and connected to their work, their organization, and their colleagues. Engaged employees are enthusiastic, motivated, and invested in their jobs and the success of their organization. They are more likely to go above and beyond their job duties and to take initiative, leading to increased productivity and better performance.

In practice, “employee engagement” and “work engagement” are used interchangeably, however as Schaufeli, W.B. (2013) defines and distinguishes the terms, 'Work engagement' refers to the relationship of the employee with his or her work, whereas 'employee engagement' may also include the relationship with the organization. In other words, employee engagement has two distinct parts i.e. work engagement and organisational engagement.

There have been numerous studies conducted that show a positive relationship between work engagement, organizational commitment, and job satisfaction. A study conducted by Bakker and Schaufeli (2008) found that work engagement was positively related to organizational commitment and job satisfaction. Another study by Schaufeli, Bakker, and Salanova (2006) found that work engagement was positively related to both affective and normative organizational commitment, and job satisfaction. Overall, these studies suggest that there is a strong positive relationship between work engagement, organizational commitment, and job satisfaction, highlighting the importance of promoting work engagement among employees to improve their commitment to the organization and job satisfaction.

Engagement can be influenced by a variety of

factors, including organizational culture, leadership, job design, recognition and rewards, and work-life balance. Employers can foster engagement by creating a positive work environment, providing opportunities for growth and development, offering competitive compensation and benefits, and giving employees a sense of purpose and meaning in their work.

David Ulrich in his best-selling book Human resource champions says, “Employee contribution becomes a critical business issue because in trying to produce more output with less employee input, companies have no choice but to try to engage not only the body, but also the mind and the soul of every employee” (1997: 125). Ulrich makes two critical observations here. First, the organization's human capital becomes increasingly important because more output is expected from fewer people. So, people matter more than they did in the past. Second, now modern organizations need employees who are able and willing to invest in their jobs psychologically.

Employee engagement is important for several reasons, some of which are enumerated as under:

- **Improved productivity:** Engaged employees tend to be more productive and focused on their work. They are more likely to put in extra effort to complete tasks and are less likely to make mistakes.
- **Higher job satisfaction:** Employees who are engaged with their work tend to have higher job satisfaction. They feel a sense of purpose and fulfillment from their work, which can lead to higher job retention rates and a more positive work environment.
- **Reduced turnover:** Engaged employees are more likely to stay with their company and

are less likely to look for other job opportunities. This can save a company significant time and money in recruiting and training new employees.

- **Increased innovation:** Engaged employees tend to be more creative and willing to take risks, which can lead to increased innovation and problem-solving within the company.
- **Improved customer satisfaction:** Engaged employees are more likely to provide excellent customer service and go above and beyond to meet the needs of customers, leading to higher customer satisfaction and loyalty.

At one particular instance, Tesla, Inc. (TSLA), alarmed by the high number of injuries at its Fremont car assembly plant, used more transparent communication as an employee engagement strategy to improve safety. To do this, the electric car maker's co-founder and CEO Elon Musk, told employees that he wanted every injury reported to him, without exception, so he could understand what was needed to prevent similar accidents from reoccurring in the future.

Musk even performs the same task on the production line with workers who have been injured to see where safety improvements can be made. As a result of this employee engagement initiative, the number of incidents that harmed workers reduced by more than 50% in 2019 compared to 2018, according to a company blog post.

Aon Hewitt, states that “Engaged employees consistently demonstrate three general behaviors. They: (1) Say – consistently speak positively about the organization to coworkers, potential employees, and customers; (2) Stay – have an intense desire to be a member of the organization despite opportunities to work elsewhere; (3) Strive – exert extra time, effort, and initiative to contribute to business success”

There are several employee engagement

strategies that can help create a more engaged and productive workforce. With the advent and proliferation of the knowledge economy, corporate leaders have come to realize that they must go beyond acquisition and recruitment and focus on the full employee lifecycle. They recognize the importance of discovering viable employee engagement strategies to maximize their human capital investment and turn them into high-ROI assets for the business. The more engaged they are, the better it is for the organization. Here are some ideas:

- **Regular feedback:** Provide regular feedback to employees about their performance, so they can understand what they are doing well and what they need to improve.
- **Opportunities for growth:** Provide opportunities for employees to develop their skills and advance their careers within the company.
- **Work-life balance:** Encourage a healthy work-life balance by offering flexible working arrangements, such as remote work, job sharing or flexible hours.
- **Recognition and rewards:** Recognize employees for their hard work and contributions to the company, through bonuses, promotions or other rewards.
- **Wellness programs:** Offer wellness programs such as gym memberships, meditation or yoga classes, and encourage a healthy lifestyle among employees.
- **Social activities:** Organize social activities, such as team-building events, company outings, or happy hours, to foster a sense of community and belonging among employees.
- **Clear communication:** Ensure clear communication channels are in place to keep employees informed about company news, changes, and updates.

- **Employee involvement:** Involve employees in decision-making processes, seek their input and feedback, and give them a sense of ownership over their work and the company's success.
- **Work environment:** Create a comfortable, safe and inviting work environment that promotes collaboration, creativity and productivity.

One must remember, different strategies will work better for different companies, so it's important to customize one's approach to the needs and preferences of ones employees.

How are the Public Sector Enterprises of India making use of the Employee engagement strategies?

The Public Sector Enterprises (PSEs) of India are using a variety of employee engagement strategies to improve their overall performance and increase employee satisfaction. Here are some ways in which PSEs in India are making use of employee engagement strategies:

- **Providing training and development opportunities:** PSEs are investing in their employees by providing them with opportunities to enhance their skills and knowledge through training and development programs. This helps employees to stay motivated and engaged by learning new skills and being challenged with new tasks.
- **Promoting employee involvement in decision making:** PSEs are increasingly involving employees in decision-making processes, encouraging them to contribute their ideas and suggestions. This not only helps employees feel valued but also leads to better decision-making and increased productivity.
- **Fostering a positive work culture:** PSEs are working towards creating a positive work

culture that values teamwork, respect, and open communication. This helps to create a sense of belonging among employees and fosters a positive work environment.

- **Offering employee recognition programs:** PSEs are recognizing and rewarding employees for their hard work and achievements through employee recognition programs. This helps to boost employee morale and motivates them to work harder and perform better.
- **Providing work-life balance:** PSEs are increasingly recognizing the importance of work-life balance and are providing employees with flexible working hours, telecommuting options, and other benefits to help them balance their personal and professional lives.

Overall, PSEs in India are using employee engagement strategies to create a motivated and committed workforce that is dedicated to achieving the organization's goals. By investing in their employees' development and wellbeing, PSEs are positioning themselves for long-term success.

Now talking specifically about a Maharatna PSU, under Ministry of Petroleum and Natural Gas, Government of India:

The PSU is a leading natural gas company with diversified interests across the natural gas value chain of trading, transmission, LPG production & transmission, LNG re-gasification, petrochemicals, city gas, E&P, etc. Some of the Employee Engagement initiatives undertaken by the Company are understated:

- A unique and one-of-a-kind, induction program revolving around Theatre, every year Executives Trainees (ETs) undergo 15-day long theater workshops conducted with support from experts passed out from National School of Drama (NSD). The theatre classes are designed with an idea of pushing people away from their comfort

zones and showcase their creativity.

- CMD interaction with new joiners at the state of the art Training Centre held to understand their expectations as employees.
- Creative initiatives like Photography Competition, Story Telling Competition held for executives below 35 years of age.
- Women centric initiatives like Women meet, MDP Programs for women, dedicated e-learning module for Women.
- Visionary Conclave held every year to gather insights from retired Top Management of the Company with respect to business challenges and possibilities that lie ahead for the Company.
- Encourage innovation and creativity of employees through its Suggestion Scheme.
- A unique mentorship program where both functional & personal mentorship is given by the mentor to his/her mentee.
- Senior executives (level of Chief Manager and above) are given following interventions based on their specifically identified training needs through comprehensive assessment tools of Senior Management Development Centre (SMDC) as part of the leadership Development Program.
- Role specific Training modules developed for employees of each grade which is delivered in a dedicated Training institute by both internal and external faculty members.
- Nominations for employees for Trainings/Conferences/Workshops conducted by External agencies/institutes.

Moreover, employee engagement is not a one-time event, but an ongoing process that requires consistent effort and attention from leaders and managers. Companies that prioritize employee engagement as a key part of their business strategy are more likely to attract and retain top talent, achieve better financial results, and build a strong culture that supports the organization's goals.

The way forward

Work engagement is a widely researched area in

organizational psychology and management, and there are several areas where future research could be beneficial. Despite the growing interest in work engagement in the Western literature, there is a further scope of research on this topic in the Indian context. Some potential avenues for research on work engagement include:

Causality: While most studies have found positive relationships between work engagement and its outcomes, there is still a lack of research investigating the causal direction of these relationships. Future studies should aim to investigate the causal direction of these relationships using experimental or quasi-experimental designs.

Cross-cultural research: Work engagement may be influenced by cultural factors, such as individualism-collectivism, power distance, and uncertainty avoidance. Future research could explore how cultural differences impact work engagement and identify strategies for fostering engagement across cultures.

Further, the Indian culture is unique and different from Western cultures. There is a need for research that examines the cultural factors that influence work engagement in India, such as collectivism, family orientation, and religious beliefs.

Longitudinal studies: While much research on work engagement is cross-sectional, longitudinal studies could help us better understand how engagement changes over time and identify factors that predict changes in engagement. Longitudinal studies could also help us understand how engagement relates to outcomes such as job performance, turnover, and well-being over time.

Multi-level research: Work engagement occurs at the individual, team, and organizational levels, and future research could explore how engagement operates at each level and how these levels interact. For example, how do team dynamics impact individual

engagement, and how does organizational culture impact team engagement?

Intervention research: While there are many factors that can impact work engagement, there is a scope of research on effective interventions for improving engagement. Future research could explore different strategies for fostering engagement, such as job crafting, leadership development, or workplace design, and identify which interventions are most effective.

Technology and work engagement: With the increasing use of technology in the workplace, future research could explore how technology impacts work engagement. For example, how does remote work impact engagement, and how can technology be used to promote engagement among remote workers?

Overall, future research on work engagement could help us better understand how engagement operates in different contexts, identify effective strategies for promoting engagement, and ultimately improve employee well-being and organizational performance. In today's highly competitive job market, work engagement has become a crucial factor in determining the success of an organization. By investing in work engagement, companies can create a workplace where employees feel valued, respected, and supported, which leads to a more positive work environment, higher employee satisfaction, and better business outcomes.

To sum it all up

In today's highly competitive job market, employee engagement has become a crucial factor in determining the success of an organization. By investing in employee engagement, companies can create a workplace where employees feel valued, respected, and supported, which leads to a more positive work environment, higher employee satisfaction, and better business outcomes.

In conclusion, employee engagement is a critical aspect of any successful organization. Engaged employees are more productive, loyal, and committed to their work, which leads to higher levels of job satisfaction and better outcomes for the company. To foster employee engagement, organizations should create a positive work environment, provide opportunities for growth and development, recognize and reward employees for their contributions, and communicate regularly with them.



A Study on Employee Engagement Practices for Sustaining Industrial Development

Dr. Shaly Joseph

Yashwantrao Chavan School of Social Work, Satara
Affiliated to Shivaji University

Abstract

Employee engagement practices differ from industry to industry. Employee engagement practices positively influence the efficiency in working, productivity and profit of the organisation. The proactive strategies are needed for constructive practices. In this regard a few industries have been studied in a random basis. Case study method limited to engagement practices have been done. It is found that all dimensions of engagement are not practiced in any of the organisation. Engagement practices need to cover the needs of all employees. Detail and systematic study of the needs of employees have not been done by majority of the organisation. There is a need to study about the impact of engagement activities on the employees as well as on the organisation. Leaders of the organisation differ in their understanding about the employee engagement. Sustainability can be instilled among the employees by proactive practices. An energised employee is always with an aspiration to upgrade the skills to take up the challenges of the present and future. Constructive engagement is the outcome of visionary leadership of the organisation.

Key Words :

Employee Engagement, Productivity, Employee Retention, Job involvement

1. Introduction

Employee engagement is an important topic of management. Regarding the meaning and measurement of employee engagement there is no consensus. There is a great need of crystallisation of the concept of employee engagement. A comprehensive model needs to be developed. The social impact created by the organisation with a healthy working atmosphere determine employee

engagement to a certain extent. Organisation should promote activities that enhance peer relationships. Employee engagement has a positive relation to productivity, profitability, employee retention, employee safety and customer satisfaction. It has meaningful outcome that job satisfaction. Organisational commitment, job involvement, organisational citizenship behaviour is also closely related to Employee engagement. Employee engagement catches some aspects of employee motivation also. Engaging talented people is vital for the existence of the organisation as they are the precious possessions of the organisation. If the organisation is not able to meet their need of job satisfaction, purpose and self-worth they may find another suitable organisation.

1.1 Employee Engagement Models

If employees are not engaged in work employers costing is more in terms of productivity loss and recruitment. Organisation with engaged employee results in more profit and productivity. To frame the strategy for employee engagement, the need of the employees to be identified. Employee engagement models describe about what make employees productive and happy based on organisational psychology.

1.1.1 The Zinger Model

This is a pyramid structure focusing on core employee needs. This model build engagement from the bottom by focusing on core employee needs. This model focuses on 10 essential actions that managers must take in order to engage employees. The bottom level action is focusing on enhancing well-

being leverage strengths, make meaning and enliven energy. Building a culture of psychological safety in terms of respectful managers, harassment and discrimination free environment, sufficient vacation and sick level would set for success and engagement.

Enliven energy indicates a work environment where employees bring energy to their work and gain energy from work. Make meaning. Long term engagement helps the employees to find purpose in their work. Leadership must help the employees to understand the importance of their role to the company, society and to the world to keep them motivated. Leverage strengths. Individual strength of the employees to be enhance to improve the existing strength of the organisation.

Second row of pyramid

Uniting the company through building relationships, fostering recognition and mastering moments. Build relationships. Leaders in the organisation create opportunities for employees to develop connection at work place. Those who have better connection would be more engaged. Foster recognition. To maintain employee engagement high employee recognition ideas to be created unanimously by employees and managers. Master moments. To be mentally and physically present managers can facilitate daily interaction to enhance connection solicit input and understand connection.

Third row: boosting performance

The third pyramid row is concerned with tracking progress and maximising performance

Maximize performance. If the abilities of the employees are blocked by the organisation they get frustrated. Performance target and goal of the organisation to be clearly communicated to the employees. Mark progress. The progress to recognition and success or the promotion

to be kept informed to the employees, This would keep the employees to maintain their motivation and develop their skills and move forward with a purpose.

Top of the pyramid: Achieving results

Clearly defined strategic engagement results in engaged employees, productivity and profit, the tangible outcome.

1.1.2 The Deloitte Model

Engage employees by creating a culture where people are involved, respected, and challenged. The premise of this model is to create a workplace that's "irresistible" to workers—somewhere they want to work every day. The key to following this model, according to Deloitte, is culture. There are five core elements to this culture, each with its own accompanying actions.

Meaningful work

Deloitte identifies four key elements autonomy, cultural hires, small empowered teams and time for slacking, that are necessary to help employees find meaning in their work. Hands-on management: This consists of setting clear, transparent goals, coaching, investing in management development and managing performance. Positive work environment: A comfortable respected and appreciated environment attract the employees to work with enthusiasm. A flexible, humanistic work environment, A culture of recognition where peer to peer recognition, continuous celebration of progress & accomplishment, an inclusive, diverse work environment, where everyone feels empowered to share their ideas, knowledge and skills.

Growth opportunities can be created by training and support on the job, facilitated talent mobility with internal hiring and High-impact learning culture by Giving resources, and cultural support to independently build their knowledge. try new tasks, and build new skill sets. Trust in leadership: Mission and purpose: Leaders must clearly understand and clearly

communicate the company's purpose.

Continuous investment in people: This involves following aspects.

Transparency: A culture of transparency helps employees feel involved in the company and fosters trust. Inspiration: Leaders set the tone for the organization. Their words, actions, and vision for the company drive employee morale. Organisation has to focus on creating a culture where people are excited to work.

1.1.3 The AON Hewitt Model

Track the relationship between the drivers of engagement and business outcomes in order to create more holistic employee engagement. This brings business outcomes into the equation. It recognizes that employee engagement directly affects metrics across the organization from customer satisfaction to profits and beyond.

The Aon Hewitt model connects the dots between business targets and engagement drivers by adding a middleman: engagement outcomes. These are essentially goalposts to help leaders gauge the level of engagement.

2. Statement of the problem:

In every organisation engaged employees contribute towards the growth of the organisation. Disengaged employees not only hamper the growth but also decelerate the development of the organisation. Therefore, it is essential to find out the existing practices of employee engagement in the industries. The study results in an understanding whether the employee engagement practices are sufficient in totality to achieve the expected outcome.

3. Review of Literature

Employee engagement has different dimensions. Organisational, job and individual factors affect employee engagement (Sun, L. & Bunchapa-

ttanasakda, C. 2019)1. There is a strong link between engagement, employee performance and business outcomes engaged employees have been found to outperform their disengaged counterparts. It can be found engaged employees, non-engaged employees and actively disengaged employees in any organisation. It is difficult to make conclusion about the consequences of employment due to the limitations in research. Therefore, there is a need to develop a science and theory of employee engagement (Saks, A. M., & Gruman, J)2. Different literatures reveal psychological state engagement, behavioural engagement and trait engagement (Macey, W. H., & Schneider, B. 2008) 3. Working environment and team and co-worker relationship are found to be the major determinants of employee engagement. It is also found that employee engagement has significant impact on employee performance (Anitha, J. (2014)4. A positive relation found to be existed between extroversion, conscientiousness personality traits and employee engagement in the study conducted among front line employees (Markos, S., & Sridevi, M. S. 2010)5. Employee engagement construct has to be investigated further to find out the determinants which enhances the performance of the organisation (Little, B., & Little, P. 2006)6. Organisational support predicts job engagement and the procedural justice predicts organisation engagement. Job and organisation engagement mediate the relationship between antecedents and job satisfaction, organisational commitment intention to quit and organisational citizenship behaviour (Saks A. M. 2006)7. Growing development of the organisation motivate the employees to get engaged as it matters for their job security and further facilities. Organisation need to accept that employees are more likely to leave if they are not developed, and find ways to make people want to keep working at the organisation (Woodruffe, C. 2006)8.

Benefits of Engagement

The benefits of employee engagement reported by various researches conducted at the global level are mentioned below

- 22% higher productivity
- 37% Lower Absenteeism
- 26% Greater Stock Price growth
- 16% Greater revenue growth

4. Objectives of the Study

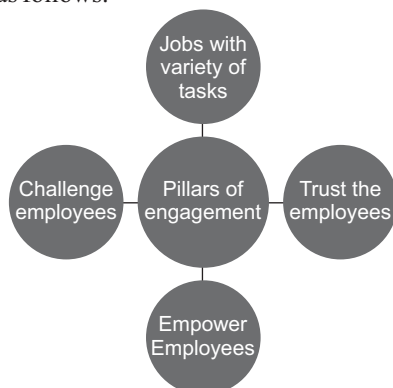
1. To find out the different pillars of Employee engagement
2. To find out the nonfinancial factors which promote employee engagement
3. To find out the drivers of employee engagement
4. To find out the employee engagement practices in the industries

5. Research Methodology

Case study method was used by the researcher. 3 each manufacturing industries in Satara and Pune which were willing to participate in the study were selected. With the help of semi structured interview schedule data were collected from the HR manager of each industry. Case study was limited only to employee engagement practices. Total six industries were involved for data collection. Primary and secondary data were used for the study.

6. Discussion and Findings of the Study:

The Pillars of the employee engagement as per the data of the industries are found to be as follows.



Non-financial factors which promote employee engagement which are identified in various industries have been mentioned below.

Nonfinancial Factors which Promote Employee Engagement

Career

- Career advancement
- Feeling of being challenged
- Autonomy
- Exposure with senior professionals
- Feeling of working for a good and reliable organisation
- Freedom to commit mistakes
- Feeling of working on a useful assignment

Organisational Culture

- Civilised treatment
- Favourable work environment
- Timely recognition for good work
- Feeling of being trusted
- Employer commitment
- Support
- Respect for work life balance

Drivers of Engagement

The study investigated about the major drivers in employee engagement and following drivers have been mentioned by the respondents of the study.

- Employee rewards
- Social relation in work place
- Alignment with the image of the organisation
- Career growth
- Work place culture
- Empowered employees
- Employee wellness
- Competent salary/ wages
- Transformative leadership

Employee Engagement Practices

The Common practices found in the organisation studied are as follows. Majority of the practices are common in the organisation.

| | |
|---|--|
| <ul style="list-style-type: none"> • Recharge Zone – Comfortable break away area where employees brain storm • Online Library Service • Fitness portal • Yoga and Aerobics • Coaching for sports • Family visit to work place • International Assignments • Volunteering for CSR activities • Birthday mail and display • Festival celebration • Gifts on Diwali • Motivational mail • Newsletter display • Sports day • Flexi time • Challenging assignments • Sponsoring education | <ul style="list-style-type: none"> • Suggestion drop box • Reward and recognition scheme • Family get-together • Fun games • Ideas without hesitation • Learning corner • Happy reading and learning • Internal recruitment • Bachelors' accommodation and food • skill development • Farewell • Lucky draw for gift • Poster presentation • Cultural programme • community development in native place of employees • Important day celebration • Mentoring • Peer learning • Training |
|---|--|

CONCLUSION

Employee engagement practices adopted by the industries are not wholistic. A few practices are common in all industries. The high order needs of the employees are not much covered in the practices. There is need to relook in to it by the organisation. Employee engagement strategy with the participation of employees would make it more meaningful and effective. But it is commonly commented by HR personnel that employee engagement is essential for sustaining the growth of the organisation and will make sure the overall wellbeing of the employees and thus the society around and nation.

REFERENCES

1. Sun, L.& Bunchapattanasakda, C. (2019). Employee engagement: A literature review. *International Journal of Human Resource Studies*, 9(1), 63-80.
2. Saks, A. M., & Gruman, J. A. (2014). What do we really know about employee engagement?. *Human resource development quarterly*, 25(2), 155-182.
3. McBain, R. (2007). The practice of engagement: Research into current employee engagement practice. *Strategic HR review*, 6(6), 16-19.
4. Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and organizational Psychology*, 1(1), 3-30.
5. Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International journal of productivity and performance management*.
6. Markos, S., & Sridevi, M. S. (2010). Employee engagement: The key to improving performance. *International journal of business and management*, 5(12), 89.
7. Little, B., & Little, P. (2006). Employee engagement: Conceptual issues. *Journal of Organizational Culture, Communications and Conflict*, 10(1), 111-120.
8. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), 600-619.
9. Woodruffe, C. (2006). Employee engagement. resource. ■■

A Study On Impact Of Employee Engagement In Manufacturing Companies Productivity

Dr. S. Sundararajan

Faculty of Bus.Mgmt. Department,
Skyline University Nigeria, Kano state, Nigeria

Abstract

Managers are mostly at fault for the lack of more significant employee engagement. Recent research studies imply that only 14% of the global workers are highly engaged in their jobs. High employee performance and the success of the organization must be maintained. Implementing procedures that will measure and enhance employee engagement is essential. An employee's willingness to learn and perform at work is profoundly influenced by their level of engagement. Employee Engagement is distinct from employee motivation, employee satisfaction, and organizational culture. It features a part to do with sentiments, which are on a very basic level connected to driving a company's foot line victory. Representative engagement alludes to the degree of commitment and association on the portion of an representative in their organization and its standards. An locked in representative is mindful of the trade environment and collaborates with associates to improve work execution for the organization. Representatives hold this positive demeanor toward the company and its beliefs. This consider points to comprehend the relationship between worker engagement and work bliss as well as the effect of worker dependability on the quality of the workforce. Concurring to the discoveries, the larger part of workers are compliant with the organization, which energizes most extreme representative inclusion and makes maintenance conceivable.

Key words: Employee engagement, employee performance, motivation, satisfaction, loyalty, **employee involvement and retention.**

Introduction

Organizations have had to come up with novel techniques to deal with modern technological, demographic, and showcase substances as a result of noteworthy economical shifts.

Companies have also been forced to reevaluate talent costs as a result of these shifts, requiring them to accomplish more with less. High employee performance and the success of the organization must be maintained while new strategies are implemented in response to these changes. Implementing procedures that will measure and enhance employee engagement is essential to ensuring this. In today's scenario managers are mostly at fault for the lack of more significant employee engagement. Studies imply that only 14% of the global workers are highly engaged in their jobs. Retention issues continue to be a challenge for Indian HR executives. As a result, the search for the most effective strategy for employee retention has led to the development of numerous HR concepts like employee evaluation, employee satisfaction, and employee joy are examples.

Employee engagement is one of these concepts in business management, and a "engaged worker" is somebody who is excited and completely submerged in their work and will act in a way that benefits the organization. To assist progress trade execution, an engaged in work environment empowers commitment, vitality, and efficiency from all parties included. Employees form an emotional connection to the business when they are effectively and positively engaged with it. Employee/worker engagement, which may be a quantifiable degree of how sincerely joined a laborer is to their work, associates, and company, incorporates a noteworthy affect on how willing they are to memorize and perform at work. As a result, engagement is distinct from employee motivation, employee satisfaction, and organizational culture.

Nowadays, the majority of businesses are aware that the most contented worker is not always the most loyal or productive. This can only be stated of a motivated employee who is

emotionally and intellectually invested in the business, enthusiastic about its objectives, and dedicated to its ideals. He goes above and beyond the requirements of his position and contributes to the organization's driving initiatives. Successful employee engagement contributes to the development of a workplace community rather than merely a workforce. As firms all over ended up more worldwide and depend increasingly on innovation in a virtual working environment, it is becoming more and more crucial to connect and interact with employees in order to give them a sense of organizational identity. This is especially true in Indian culture because organizations foster a sense of community in our society.

HR professionals believe that an employee's perceptions of their work experience and treatment within the company are significant contributors to the engagement challenge. It encompasses a part to do with feelings, which are inherently associated to deciding the victory of an organization's foot line. There will continuously be representatives who do not deliver their all, in spite of HR and line managers' best endeavors to lock in them. However, employees are motivated to stay with companies out of a deep-seated desire to feel connected to and have a meaningful impact on something.

Types of Engagement at Work

The consulting firm Gallup says that there are different kinds of people:

Engaged – Team Builders are workers who are "engaged." They want to be aware of the requirements of their position in order to meet and exceed them. Naturally, they are interested in learning more about their business and how they fit in. They consistently deliver excellent work. Every day at work, they need to utilize their aptitudes and qualities. They work truly difficult, advance development, and develop their commerce.

Not Engaged - When an employee is disengaged, they frequently pay more attention to the tasks at hand than to the goals and outputs they are supposed to achieve. They want desire instructions so they can declare themselves

finished. Instead than focusing on reaching a goal, they give chores top priority. Disengaged workers frequently believe that their potential is not being used or that their efforts are not valued. They regularly feel this way since they do not get at the side their bosses and associates in a helpful way.

Actively Disengaged: The specialists that are "effectively separated" are the "cave tenants." They are "reliably against nearly everything." Not as it were are they despondent at work, but they moreover act out their discontent routinely and sow seeds of pessimism all over they go. Each day, representatives who are effectively separated at work hurt the victories of their engaged partners. As workers increasingly rely on one another to create goods and services, issues and tensions that are fanned by intentionally disengaged employees can have a considerable detrimental influence on an organization's operations.

Employee Engagement Aspects

Global research have identified three key elements of employee engagement:

- The workers and their unique psychological profiles and life experiences.
- Employers' capacity to cultivate situations that advance worker engagement.
- Interaction between workers at all levels.

As a result, the majority of the responsibility for fostering this partnership and a win-win situation lies with the organization.

The Importance of Employee Participation

The motivational capital that exists inside a person, a team, or an organization is alluded to as engagement. It's a valuable resource that can help your business do better. A number of significant business outcomes are linked to engagement, according to our research. We have, for instance, discovered the following: Customers receive significantly better service from employees who are engaged, and managers who are engaged are more likely to foster a collaborative, creative, and stimulating work environment.

- There are typically fewer injuries and

accidents among engaged work teams.

- Engaged personnel will remain with the business, market the brand and its offerings, and increase revenue.
- Most of the time, they'll work harder and be more motivated.
- Profitability stands strongly correlated with employee engagement.
- They create an passionate bond with the trade. This changes how they feel around the clients of the trade, which makes them more fulfilled and gives them way better benefit.
- It fosters enthusiasm, dedication, and alignment with the objectives and strategies of the organization.
- Increases employees' confidence in the company.
- In a competitive environment, builds loyalty.
- Creates a dynamic work environment.
- Boosts business expansion.
- Empowers employees to effectively represent the company's brand.

As a result, representative engagement is basic for any trade that needs to keep important workers. As businesses ended up more worldwide and more dependent on innovation in a virtual working environment, it is vital to put through and connected with representatives in arrange to provide them a sense of organizational "personality."

Factors that Promote Employee Engagement

Numerous studies have demonstrated that a number of crucial factors promote employee



engagement.

Career development affects employee engagement, aids in keeping the best employees on staff, and offers chances for personal growth; Efficient handling of talent: Employees want to participate in decisions that will affect their job when they feel empowered.

Image : High levels of customer and employee engagement are intimately related.

Equal opportunity and fair treatment: If their supervisors gave all employees equal possibilities for growth and promotion, employee engagement would be strong.

Leadership: Treating employees with respect: Successful organizations value each employee's abilities and talents, regardless of their position in the company.

Re-inforcement of people-focused policies: When senior management empowers employees and gives them budgets and resources to complete their work, this results in continuous reinforcement.

Communication: The open door policy ought to be followed by the company. Utilizing the appropriate channels of communication within the organization, there ought to be communication both upward and downward.

Relationship quality with coworkers, supervisors, and subordinates - An employee's level of engagement is strongly tied to how they feel about their interpersonal interactions with coworkers and the boss.

The most important factors influencing engagement are how people perceive the organization's ethos and principles. The main advantage is inspiring leadership. Without it, it is unlikely to engage employees.

A fair assessment of a worker's performance is a crucial factor in determining the amount of employee engagement.

Benefits and salary: To keep employees motivated to work there, the company should have a strong pay scheme. To raise the employee's level of involvement, compensation and benefits should be provided.

Health and safety: According to research, employees are less likely to be engaged if they don't feel safe at work. As a result, the health and

safety of their employees should be the top priorities of every business.

Satisfaction at work is necessary for engagement in the workplace.

Family friendliness: An employee will feel an emotional connection to the company and be more engaged if he or she knows that the company is also considering the benefits of his or her family

Collaboration: Employees will be engaged if the entire organization collaborates by assisting one another, i.e., if superiors and employees work well together.

How to Measure Employee Engagement?

There are two ways to measure employee engagement: What employees think: their feelings about the company, its leadership, the workplace, etc. What are their future plans? Will they continue? Or put in more effort, etc.

- Employee engagement can be determined using a variety of techniques, including the "pulse" of yearly surveys, changes in attrition rates, a rise in the number of employee referrals, and increases in productivity and revenue. For illustration: employee opinion survey.
- Following each survey, an Action Planning Group made up of representatives from across the company is established within the organization; Fair representation exists across all levels and departments.
- Employees may become disengaged if a survey is conducted without planning how to handle the results. The action plan is therefore just as crucial as feeling the pulse.

Statement of the Problem

Human resources are essential to any organization's overall success. Manufacturing is crucial for managing human resources because manufacturing companies operate in the production industry. Major issues affecting businesses as a whole include a high attrition rate, low productivity, and global competition. Despite the fact that this field focuses on technical aspects, people (machine and mind are regarded as distinct aspects) also play a significant role. Employees will only produce

good results if they are satisfied, thereby achieving the organization's objectives and maximizing profits. Making use of the six Ms of management calls for Men (Human Resources), Money (Capital), Machine, Materials (Resources), Method, and Marketing. When it comes to engaging their employees, manufacturing companies face a lot of issues related to men. HR managers face difficulties and challenges in engaging employees in the workplace. This study looks at how HR managers are dealing with challenges and overcoming obstacles in their daily work.

Review of Literature

Some of the management literature uses the recently developed concept of discretionary effort (DE) to define EE. It has been stated that "both parties are aware of their own and the other's needs, and help each other to fulfill these needs" results in "a positive, two-way relationship between employee and their organization." Organizations and engaged employees go above and beyond for the benefit of both parties. 1) EE has been referred to as "the bond employees have with their organization" and "employees are more willing to go the extra mile when they really care about the firm" (Lanphear, 2018, p. 2).

EE is dependent on the manager or supervisor, according to other management theorists. According to Cufaude, cited in Lanphear, 2014, p. 2, When managers practice "servant-leadership," The workplace becomes "highly engaged" when a manager's primary responsibility is to support and serve those around them. According to Soltis, which is cited in Lanphear, p. 2, other people assert that managers must be engaged in order to successfully foster a highly engaged atmosphere, and that if managers aren't engaged, "it's unlikely employees will respond to any efforts to engage them." Analysis has demonstrated, according to Blizzard (2013), that EE frequently depends on elements like the relationship with management. According to Leiter & Harvie (1997), Employees' level of trust in the company is positively correlated

with their supervisors' involvement in the workplace. However, other management theorists think that empowering EE is necessary.

Research Gap

The view of employee engagement that was examined in the literature is more or less consistent in that it emphasizes the nature of engagement as a two-way interaction between employees and employers as well as the growing significance and relevance of engagement to organizational outcomes. While measuring the impact of manufacturing industry employee engagement on Coimbatore-based businesses receives a lot of attention, the costs of increasing employee engagement tend to get little attention.

Objectives of the study

- To investigate the organization's level of employee engagement.
- To determine what drives employees to actively engage with the company.
- To interpret how employee engagement affects individual outcomes like job performance and job retention.
- To assess whether employee engagement increases employee competency.

Research Methodology

Design of the Research: The research design is descriptive. The primary goal of descriptive research is to describe a population's or phenomenon's characteristics. Descriptive research aims to answer questions about who, what, when, where, and how. It is used for formulating a problem for more precise investigation from an operation point of view.

Data interpretation, Results and Discussion : Table No.1 Designation of Respondents

| Designation | No. of Respondent | Percentage of Respondent |
|--------------------|-------------------|--------------------------|
| Manager | 21 | 21 |
| Supervisor | 37 | 37 |
| Machine operator | 24 | 24 |
| Quality controller | 18 | 18 |
| Total | 100 | 100 |

Population. The project's pivotal point is the universe, or population, a specific group of people, businesses, conditions, and activities. The participants in this study are workers at Coimbatore's industrial estate manufacturing facilities.

Sampling Techniques

Sampling techniques are a specific method for obtaining a sample from a specific population. It gives an explanation of how a researcher would select items from a sample. The sampling strategy in this study was stratified random sampling. Analytical considerations rather than population size determine the sample size for each stratum in a disproportionately stratified sample.

Data Sources - The researcher drew on both primary and secondary sources to compile the data she analyzed.

Basic data: These are the data that were gathered for the very first time and are therefore unique in nature. In order to collect primary data from respondents, structured questionnaires have been designed.

- **Secondary data:** These are the data that have already been gathered by someone else and gone through the statistical procedure. Data gathered from the internet, published data, and other sources depict the secondary information.

Tools for data analysis

Using straightforward tabulation and graphical methods, this data will be analyzed. Frequency analysis is used to determine the ratio of response by the respondents, Chi-square test, ANOVA (F test) were used for testing the hypothesis.

Chi-Square Analysis

Table No. 2 Cross table in Opportunity Vs Purpose of organization goal

| Opportunity | Purpose | | | Total |
|--------------|-----------|--------------|-----------|------------|
| | Achieved | Not achieved | Sometimes | |
| Utilised | 11 | 12 | 13 | 36 |
| Not Utilised | 10 | 15 | 14 | 39 |
| Sometimes | 8 | 9 | 8 | 25 |
| Total | 29 | 36 | 35 | 100 |

Table No.3 Chi-square Test Table

| Particular | Value | Df | Asymp.Sig.(2-Sided) |
|------------------------------|--------|----|---------------------|
| Pearson Chi- Square | 1.284a | 4 | 0.854 |
| Likelihood Ratio | 1.301 | 4 | 0.861 |
| Linear-by-Linear Association | 0.053 | 1 | 0.821 |
| N of Valid Cases | 100 | | |

*Source: spss output

Inference

The Chi-square test table above demonstrates that the Sig.value of 0.854 is greater than the value of $p=0.05$. Therefore, the Null Hypothesis (H_0) is accepted: there is no connection between the purpose of organizational goals and objectives and opportunities.

Result:

The employees of manufacturing companies are make use of their opportunity not in aligned with their organizational goal achievement purpose.

Table No.4 Cross tabulation :

| Satisfied * Competitive Cross tabulation | | | | | | |
|--|--------------|-------------|-------|----------|---------|-----------|
| Employee Satisfaction | | Competitive | | | | Total |
| | | Strongly | Agree | Disagree | Neutral | |
| | | agree | | | | |
| | Satisfied | 7 | 9 | 11 | 7 | 34 |
| | Dissatisfied | 8 | 11 | 10 | 8 | 37 |
| | Sometimes | 7 | 8 | 7 | 7 | 29 |

*Source: spss output

Table No.5 ANOVA

| | Sum of Squares | D.f | Mean Square | F | Sig. |
|----------------|----------------|-----------|-------------|-------|-------|
| Between Groups | 0.121 | 2 | 0.060 | 0.105 | 0.912 |
| Within Groups | 55.094 | 97 | 0.567 | | |
| Total | 55.362 | 99 | | | |

*Source: spss output

Inference

The above ANOVA (F-test) table shows that Sig. value 0.912 is greater than $p=0.05$ value. So the null hypothesis (H_0) is accepted. There is no significance difference between satisfaction and competitiveness.

Result

The manufacturing firm employees are having high level satisfaction based on their competitiveness in their organization.

Findings and discussions

The majority of employees are under 30 years old, married, in the operations, supervisory, and managerial ranks. They take advantage of their opportunities to learn and grow at work, get ample opportunities to improve their skills, are kept up to date on their organizations' developments, use the right platform to implement novel ideas, and are content with the trust of their team. They receive rewards and praise for good work in addition to receiving frequent interval feedback from superiors for improving their performance. The majority of respondents lack confidence in senior managers and supervisors, and operational employees seek better opportunities to demonstrate their competence. They are also discouraged from learning from mistakes. The operational employees are content with their current positions, they comprehend the company's vision and mission, and they are receiving competitive compensation for their efforts from their respective employers. Manufacturing companies also take care of the welfare and safety of their employees. The employees collaborate with one another across departments within their companies and work together to the best of their abilities at their jobs. From the chi-square result it is observed that the employees of manufacturing companies are

make use of their opportunity not in aligned with their organizational goal achievement purpose.

From the ANOVA (F-test) result, it is observed that the manufacturing firm employees are having high level satisfaction based on their competitiveness in their organization. The employees' satisfaction level and competitiveness are same responses.

Recommendations:

The execution of organizational development and promotes employees' engagement and empowerment (EEE), the implementation of suggestion box ideas can be easily transformed into an employee involvement association.

Because each employee has unique requirements, this diversity necessitates flexible and individualized facilitation. Programs tailored to each person's specific needs that can be planned for their personal growth and commitment to the organization.

It is necessary to implement employee benefit plans like the cash balance plan, in which both the employee and the employer contribute to the retirement account of the employee.

Employers can deal with rising health insurance premiums by implementing health savings accounts (HSAs), health plans with deductibles, and high-deductible health plans (HDHPs).

Employees' innovative concepts, suggestions, and approaches to resolving organizational issues merit incentives and incentives.

Employees should be awarded cash prizes, tangible gifts, or certificates of appreciation in accordance with the organization's HR policy and procedure. Awards and rewards should be equitable, open, inclusive, timely, and varied in recognition of the employees' significant contributions.

Conclusion

The employees of manufacturing companies have highly engage their job/work and day to operation of their respective industries because the employees only setting their goal and committed to achieved their goals and objectives. Employee engagement process will be in the hands of supervisors and managers of different departments of the respective companies. A business term for employee communication and commitment is employee engagement. It's the employees' positive attitude toward their employers and their moral

values. In the workplace, employee engagement is rapidly gaining recognition, practice, and significance, and it has a variety of effects on businesses. The importance of employee communication to a company's success is emphasized in employee engagement. For manufacturing companies to gain a competitive edge in the market, they should recognize their employees in a variety of ways. As a result, an ongoing process of improvement, measurement, and action is employee engagement. It would be reasonable to conclude that the right mix of time, effort, commitment, and involvement is required for a business to be successful in increasing and maintaining employee engagement.

References:

- Blizzard R (2013) "Employee engagement: What are hospitals made of? The Gallup Poll., Tuesday Briefing, November 2, page 91
- Cufaude J, Lanphear S (2004). Are Your Employees Highly Engaged? 'Credit Union Executive Newsletter', United States Credit Union National Association, Issue 19, page1-2
- Kasinathan S & Rajee M (2011) "A study on Employee Engagement," Knowledge Economy, Vol.-1, No. 1 2.
- Ke, J., F. Zhang, X. Yan, and Y. Fu (2017) The Effect of University Teachers' Workplace Spirituality on Employee Engagement, Professional Commitment as mediator creative education, Iss.8, 2147-2154
- Lloyd, J. (2004) 'Offer empowerment to encourage engagement', Triangle Business Journal, Vol 15, No 1.
- Mamta & R.Baldev (2011) Study of Employee Engagement and its Predictors in an Indian Sector. Journal of Service Marketing, Vol. 25, Issue 7, pp-201.
- Manonmani P, 2 Prof. Mark J (2013) (el) "A Study on Employee Engagement with special reference to Steel casting manufacturing company, Coimbatore, Tamilnadu" International Journal of Business and Management Invention, Volume 2 Issue 1 | January. 2013 | PP.59-61 www.ijbmi.org
- May, D.R. Gilson, R.L. and Harter, L.M. (2004) 'The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work', Journal of Occupational and Organisational Psychology, Vol 77, pp11-37.
- Mohamad S. Hammoud (2017) "Effective Employee Engagement in the Workplace", International Journal of Applied Management and Technology, Volume 16, Issue 1, Pages 50–67 ©Walden University, LLC, Minneapolis, MN DOI:10.5590/IJAMT.2017.16.1.04
- Nkansah, D., Gyimah, R. , Sarpong, D. and Annan, J. (2023) The Effect of Employee Engagement on Employee Performance in Ghana's MSMEs Sector during COVID-19: The Moderating Role of Job Resources. Open Journal of Business and Management, 11, 96-132. doi: 10.4236/ojbm.2023.111007.
- Osborne, S. and Hammoud, M. (2017) Effective Employee Engagement in the Workplace. International Journal of Applied Management and Technology, 16, 50-67. <https://doi.org/10.5590/IJAMT.2017.16.1.04>
- Peñaflo, M. and Juevesa, R. (2021) Management Practices and Employee Engagement in the Workplace: A Qualitative-Phenomenological Study. Open Journal of Business and Management, 9, 288-308. doi: 10.4236/ojbm.2021.91016.
- Preeti Thakur, (2014) 'A Research Paper on the Effect of Employee Engagement on Job Satisfaction in IT Sector' Journal of Business Management & Social Sciences Research (JBM&SSR) ISSN No: 2319-5614 Volume 3, No.5.
- Purushothaman, S. and Kaviya, E., A Study on Employee Engagement in a IT Company (2020). Journal of Management (JOM), 7 (3), 2020, pp. 1–7; <http://www.iaeme.com/JOM/issues.asp?JType=JOM&VType=7&IType=3>, Available at SSRN: <https://ssrn.com/abstract=3735771>
- Sharma, Baldev. R et al (2010) Determinants of Employee Engagement in a Private Sector Organization: An Exploratory Study, Advances in Management, Vol. 3, Issue 10, pp.52-59.
- Soltis, B. (2004) in Lanphear, S. (2004) 'Are your employees highly engaged?' Credit Union Executive Newsletter, 19, pp1-2.
- Thiagarajan, B & Renugadevi, V (2011) Employee Engagement Practices in Indian BPO Industries-An Empirical Investigation. Interdisciplinary Journal of Contemporary Research in Business, Vol.2, Issue 10, pp.134-141.



A Glance into Employee Engagement and Its Influence on Job Satisfaction

Dr. Mahek Iram Qureshi

Assistant Professor

School of Management Studies
G H Rasoni University Amravati

ABSTRACT

Employee Engagement is on the fading and there is an emerging detachment among employees today. This study to investigate the impact of employee engagement and its impact on job satisfaction in Raymond's Fabrics India Private Limited. This is a descriptive study that aims to identify the various dimensions of employee engagement within the organization. Interview schedule method of questionnaire was collected. Percentage Analysis, t-test and simple linear regression was used and explain the relationships of various dimensions. The study was conducted on 85 employees from various functional departments from the population of 88 employees. Convenience Sampling Method was used in this research. The paper aims to determine the components and dimensions of employee engagement and its impact on job satisfaction. This study answered the research questions formulated. Recommendations to organization are reported.

KEYWORDS: Employee Engagement, Job Satisfaction, Raymond's Fabrics

INTRODUCTION

Employee Engagement is defined as an employee's involvement with assurance to, and satisfaction with work. Employee engagement could be a part of employee retention. (Locke, 1976) defines Job Satisfaction as a delightful or optimistic spirit resulting from the appraisal of one's job or job experiences. With increasing diversity in workforce and firms stepping into new markets, it has become important for the organizations to stay its workforce engaged so on retain the highest talents. If the staff are engaged, they tend to be satisfied and motivated which successively ends up in retention of top

talents and also it provides a competitive edge to organization.

Employee engagement is that the state within which individual are sensitively and rationally committed to the organization. Employee engagement is inclusive of long-term emotional involvement and is an antecedent to more temporary generalities of employee sentiment, like job satisfaction and commitment. Engaged employees come to figure daily feeling a connection to their organization, have a high level of enthusiasm for his or her work.

Employee engagement has been discussed by many research with its linkages to job satisfaction. An employee who is satisfied together with his |along with his job may not be engaged but on the contrary an employee who is engaged and who believes within the organization values will in most cases be satisfied with his or her job. Employee Engagement is more of transformational concept which incorporates autonomy, growth, impact, and connection whereas job satisfaction is transactional in nature. Organizations who have highly engaged employees tend to possess higher productivity, satisfaction levels and employee retention.

Job satisfaction is an attitude that's simply how content a personal is along with his or her job; whether he or she likes the work or not. Job satisfaction also can be seen within the broader context of the range of issues which affect an individual's experience of labor, or their quality of working life. Job satisfaction is understood in terms of its relationships with other factors.

REVIEW OF LITERATURE

Sobia Ali & Yasir Aftab Farooqi (2014) conducted a probe to review the Effect of labor Overload on Job Satisfaction, Effect of Job

Satisfaction on Employee Engagement and Employee Performance”. Data was collected with the assistance of a questionnaire, from a sample of 207 employees of the overall public Sector University of Gujranwala Division. The knowledge was analyzed using SPSS software. This study revealed that the work overload is that the most important concern for the organization and it also affects job satisfaction, employee engagement and employee performance. The findings imply that to cut back the matter of labor overload and stress various strategies may possibly be adopted like training, job rotation and reward system.

Deepa E, Kuppusamy S (2014) conducted an enquiry on “The Effect of Performance Appraisal System in Organizational Commitment, Job Satisfaction and Productivity”, This paper summarizes the conceptual foundation of performance appraisal system and its relationship between Job Satisfaction, Organization Values, Employee Engagement and thus with Productivity. The researcher has found that the performance appraisal system helps both the workers and therefore the organization in increasing their productivity.

Preeti Thakur (2014) conducted an enquiry on “A research paper on the effect of employee engagement on Job Satisfaction in IT sector” seeks to seek out the effect of engagement of employees and therefore the study has been administered of 120 officers still because the clerks of the IT sector. The researcher has found that that among the previous work motivation may well be improved through increasing job authority and accountability. It had been also found that at the clerical lever, rewards and sanctions are significantly related to job involvement. It had been concluded that there is a positive relationship between Employee Engagement and Job Satisfaction.

Hotner Tampubolon (2016) conducted an enquiry on “The relationship between Employee Engagement, Job Motivation, and

Job Satisfaction towards the worker Performance” found that the worker Engagement positively and significantly influenced employee performance. The aim of the study is to research the effect of employee engagement, job motivation and job satisfaction to employee performance in Ministry of Export and Import Department, the Indonesian Ministry of Trade. The information was collected from 90 persons who add the department.

Umamaheswari R and Swarnalatha C (2015) conducted research “Impact of labor Engagement on Work Satisfaction: A study on teaching Faculties”. The researcher conducted a literature search on work engagement and interview with 220 college faculties. The information was analyzed using SPSS 21 software and therefore the findings of the research offers valid input regarding the development of job satisfaction of faculty faculties. This study is vital to beat the matter of labor engagement which affects the duty Satisfaction with the efficient implementation of strategies just like the training, Job rotation, and reward system.

Ahmed, Raheem and Jamal (2003) conducted research “Job Satisfaction among School Teachers and therefore the purpose of this study is to research the duty satisfaction of 236 teachers in senior secondary schools. The result showed that female teachers are more satisfied than male teachers and government school teachers have greater job satisfaction than school teachers.

OBJECTIVES OF THE STUDY

1. To analyze employee engagement and its impact on job satisfaction.
2. To determine the relation between employee engagement and job satisfaction.

NEED OF THE STUDY

The need of the study is to analyze the various dimensions of Employee Engagement and its impact on Job Satisfaction of employees

working in Raymond's Fabrics India Private Limited.

conveniently available to participate in the study.

SCOPE OF THE STUDY

This study is aimed at understanding the Employee Engagement practices at Raymond's Fabrics. This study confined to the employees of Raymond's Fabrics. This study try to address the relationship between employee engagement and job satisfaction in Raymond's Fabrics.

RESEARCH METHODOLOGY

• RESEARCH DESIGN

The type of research design used in the project was Descriptive research because it helps to describe the particular situation prevailing in the company.

METHOD OF DATA COLLECTION

• PRIMARY DATA

Primary data refers to the pure and the fresh data which are collected for the first time. The primary data are collected from the Interview Schedule for this study.

• SECONDARY DATA

Secondary data refers to the data which are already collected by some researchers in the past and is available in published or unpublished form.

The secondary data for this study has been obtained from international journals and company websites.

• SAMPLE UNIT

The sample unit for the study is the employees of Raymond's Fabrics India Private Limited.

• SAMPLE SIZE

The sample size of the study is 85.

• TOOLS FOR DATA ANALYSIS

The tools used for Data Analysis in this study is Percentage Analysis, t-Test and Simple Linear Regression.

• SAMPLING METHOD

Convenient Sampling, a type of Non-probability sampling technique is being used in this research because the data collection relies on members who are

DATA ANALYSIS

Table: 1 Demographic Profile of the Respondents

This chapter deals with the descriptive and statistical analysis of the primary data collected from the employees. The hypotheses drawn by the researcher are confirmed with the support of statistical tools and results are inferred.

Percentage analysis is a simple statistical instrument which is widely used in analysis and interpretation of primary data. It deals with the number of Respondents reply to a questionnaire in percentage attained from the total population nominated for the study. It is one of the simple forms of analysis which helps the researcher to realize the outcome of the research.

It is normally used for inferring the results in quantitative terms. In this study, percentage analysis was used to measure the percentage of demographic profile of those employees who participated in the study on various aspects of service quality dimensions

| | | Count | Column N % |
|-----------------|---------------------|-------|------------|
| Age | 18-25 | 28 | 32.9% |
| | 25-35 | 37 | 43.5% |
| | 35-45 | 16 | 18.8% |
| | 45> | 4 | 4.7% |
| Designation | Accounts | 1 | 1.2% |
| | Accounts Manager | 1 | 1.2% |
| | Administrative & HR | 1 | 1.2% |
| | Canteen Labour | 3 | 3.5% |
| | Canteen LABour | 1 | 1.2% |
| | Designing | 3 | 3.5% |
| | Electrical | 2 | 2.4% |
| | Factory Manager | 1 | 1.2% |
| | General Manager | 1 | 1.2% |
| | Inspection | 1 | 1.2% |
| Knitting Labour | 9 | 10.6% | |

| | | | |
|-------------------|-------------------|-------|-------|
| | Loading | 4 | 4.7% |
| | Maintenance | 1 | 1.2% |
| | Manager | 1 | 1.2% |
| | Marketing Manager | 1 | 1.2% |
| | Planning | 1 | 1.2% |
| | PLP | 11 | 12.9% |
| | PLP Incharge | 1 | 1.2% |
| | Purchase | 3 | 3.5% |
| | Sales Assistant | 1 | 1.2% |
| | Sales Executive | 1 | 1.2% |
| | Sales Manager | 1 | 1.2% |
| | Shipping Incharge | 1 | 1.2% |
| | Stores Incharge | 1 | 1.2% |
| | System Admin | 2 | 2.4% |
| | Tape | 5 | 5.9% |
| | Tape Incharge | 1 | 1.2% |
| | Warpin Labour | 1 | 1.2% |
| | Warping Labour | 11 | 12.9% |
| | Weaving :Labour | 1 | 1.2% |
| | Weaving Incharge | 1 | 1.2% |
| Weaving Labour | 10 | 11.8% | |
| Weaving LABour | 1 | 1.2% | |
| Gender | Male | 64 | 75.3% |
| | Female | 21 | 24.7% |
| Education | SSLC | 21 | 24.7% |
| | HSC | 10 | 11.8% |
| | Diploma | 5 | 5.9% |
| | Others | 49 | 57.6% |
| Marital Status | Married | 51 | 60.0% |
| | Unmarried | 34 | 40.0% |
| Area of Residence | Urban | 1 | 1.2% |
| | Semi-Urban | 29 | 34.1% |
| | Rural | 55 | 64.7% |

| | | | |
|--|-------------|-------|--------|
| Job experience in years , Experience in Raymonds Fabrics | 1,1 | 12 | 14.1% |
| | 10,2 | 2 | 2.4% |
| | 10,6 | 1 | 1.2% |
| | 12,3 | 1 | 1.2% |
| | 13,10 | 1 | 1.2% |
| | 13,13 | 1 | 1.2% |
| | 14,8 | 1 | 1.2% |
| | 15,7 | 2 | 2.4% |
| | 16,2 | 1 | 1.2% |
| | 16,8 | 1 | 1.2% |
| | 18,6 | 1 | 1.2% |
| | 2,2 | 13 | 15.3% |
| | 2,3 | 1 | 1.2% |
| | 20,11 | 1 | 1.2% |
| | 20,4 | 1 | 1.2% |
| | 23,12 | 1 | 1.2% |
| | 23,5 | 1 | 1.2% |
| | 23,6 | 1 | 1.2% |
| | 24,1 | 1 | 1.2% |
| | 25,12 | 1 | 1.2% |
| 3,3 | 13 | 15.3% | |
| 30,11 | 1 | 1.2% | |
| 35,10 | 1 | 1.2% | |
| 4,3 | 1 | 1.2% | |
| 4,4 | 5 | 5.9% | |
| | 5,5 | 3 | 3.5% |
| | 5,5, | 1 | 1.2% |
| | 6,1 | 1 | 1.2% |
| | 6,4 | 1 | 1.2% |
| | 6,6 | 3 | 3.5% |
| | 7,7 | 2 | 2.4% |
| | 8,5 | 2 | 2.4% |
| | 8,8 | 1 | 1.2% |
| | 9,1 | 1 | 1.2% |
| 9,3 | 1 | 1.2% | |
| Nature of Job | Permanent | 0 | 0.0% |
| | Temporary | 85 | 100.0% |
| Salary | 10000< | 2 | 2.4% |
| | 10001-20000 | 70 | 82.4% |
| | 20001-30000 | 8 | 9.4% |
| | 30001> | 5 | 5.9% |

It encloses the descriptive statistics of Age, Designation, Gender, Education, Marital Status, Area of Residence, Job Experience in Years, Nature of Job, Salary. The profile reveals that 43.5% of the respondents are between the age group of 25 years – 35 years. The study found that 12.9% of the respondents are under PLP and warping labour. The profile reveals that 75.3% of the respondents are Male. The above table shows that 57.6% of the respondents belongs to others category. The above table shows that 60% of the respondents are married. The Study found that 64.7% of the respondents are rural. The above table shows that 100% of the respondents are Temporary workers. The above table shows that 82.4% of the respondents are between 10001-20000.

Table 2: Employee Engagement

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Mean | Std deviation |
|--|-------------------|-----------|-------------|-------------|----------------|------|---------------|
| I have the tools and resources I need to do my job well | 3 3.5% | 3 3.5% | 21 24.7% | 57 67.1% | 1 1.2% | 3.59 | .74 |
| Most days, I see positive results because of my work | 1 1.2% | 8 9.4% | 23 27.1% | 47 55.3% | 6 7.1% | 3.58 | .81 |
| My work is valued by this organization | 0 0.0% | 2 2.4% | 35 41.2% | 43 50.6% | 5 5.9% | 3.60 | .64 |
| The amount of work I am expected to do is reasonable | 0 0.0% | 2 2.4% | 31 36.5% | 44 51.8% | 8 9.4% | 3.68 | .68 |
| My co-workers and I openly talk about what needs to be done to be more effective | 0 0.0% | 7 8.2% | 31 36.5% | 43 50.6% | 4 4.7% | 3.52 | .72 |
| My Supervisor helps me understand how my work is important to the organization | 0 0.0% | 4 4.7% | 34 40.0% | 42 49.4% | 5 5.9% | 3.56 | .68 |
| My Supervisor is approachable and easy to work to | 0 0.0% | 4 4.7% | 36 42.4% | 44 51.8% | 1 1.2% | 3.49 | .61 |
| My Supervisor creates a motivating and emerging workplace | 0 0.0% | 3 3.5% | 28 32.9% | 49 57.6% | 5 5.9% | 3.66 | .65 |

The above Table 2 shows that 67.1% of the respondents are agree with tools and resources, 55.3% of the respondents are agree with positive results, 50.6% of the respondents are agree with work valued by the organization, 51.8% of the respondents are neutral with amount of work expected, 50.6% of the respondents are agree with openly talk about what needs to be done to be more effective, 49.4% of the respondents are agree with supervisor helps to understand and how work is important to the organization, 51.8% of the respondents are agree with supervisor is approachable, 57.6% of the respondents are agree with supervisor creates a motivating and emerging workplace.

Table 3: Job Satisfaction

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Mean | Std deviation |
|--|-------------------|-----------|-------------|-------------|----------------|------|---------------|
| I have fairly paid for the work I do | 0 0.0% | 2 2.4% | 25 29.4% | 54 63.5% | 4 4.7% | 3.71 | .59 |
| I am satisfied with the work environment | 0 0.0% | 3 3.5% | 24 28.2% | 47 55.3% | 11 12.9% | 3.78 | .71 |
| My talent and skills are used at work | 0 0.0% | 7 8.2% | 27 31.8% | 46 54.1% | 5 5.9% | 3.58 | .73 |
| I am satisfied with the level of security given by the company | 0 0.0% | 3 3.5% | 36 42.4% | 45 52.9% | 1 1.2% | 3.52 | .59 |
| I feel close to the people at Work | 0 0.0% | 3 3.5% | 36 42.4% | 42 49.4% | 4 4.7% | 3.55 | .65 |
| I have received enough recognition for the work carried by me | 0 0.0% | 5 5.9% | 40 47.1% | 37 43.5% | 3 3.5% | 3.45 | .66 |
| I feel good about working at this company | 0 0.0% | 6 7.1% | 20 23.5% | 54 63.5% | 5 5.9% | 3.68 | .69 |

The above Table 3 shows that that 63.5% of the respondents are agree with fairly paid for the work, 55.3% of the respondents are agree with satisfied with the work environment, 54.1% of the respondents are agree with talent and skills are used at work, 52.9% of the respondents are agree with satisfied with the level of security

given by the company, 49.4% of the respondents are agree with close to the people at work, 47.1% of the respondents are neutral with received recognition for the work, 63.5% of the respondents are agree with feel good about working at the company.

Hypothesis for t-Test

Null Hypothesis (Ho): There is no significant difference among Gender and Employee Engagement. Alternate Hypothesis (H1): There is significant difference among Gender and Employee Engagement. If Sig. (P) is less than 0.05 then Accept Alternate Hypothesis If Sig (P) is above 0.05 then failed to reject Null Hypothesis.

Table 4: t-Test for Employee Engagement and Gender

| | | Employee Engagement | | | | | |
|--------|--------|---------------------|--------------------|-------|------|--------|------|
| | | Mean | Standard Deviation | Count | t | df | Sig. |
| Gender | Male | 3.67 | .67 | 64 | .922 | 38.341 | .362 |
| | Female | 3.52 | .59 | 21 | | | |

The above t-Test Table reveals that the perception of employees towards Employee Engagement is that there is no significant difference among Gender and Employee Engagement since the significance value is above 0.05.

Table 5: t-Test for Job Satisfaction & Gender

| | | Job Satisfaction | | | | | |
|--------|--------|------------------|--------------------|-------|------|----|------|
| | | Mean | Standard Deviation | Count | t | df | Sig. |
| Gender | Male | 3.62 | .50 | 64 | .382 | 83 | .540 |
| | Female | 3.57 | .56 | 21 | | | |

The above t-Test Table reveals that the perception of employees towards Job Satisfaction is that there is no significant difference among Gender and Job Satisfaction since the significance value is above 0.05. Table

Table 6: Simple Linear Regression

Here the coefficient of X1 is 1.523 represents the partial effect of Employee engagement on job satisfaction, holding others as constant. The

estimated positive sign implies that such effect is positive that job satisfaction would increase by 1.523 if they are more engaged towards their work and this coefficient value is not significant at 5% level since there is relationship between Employee engagement and Job satisfaction.

| Coefficients | | | | | | | |
|--------------|------------|-----------------------------|------------|---------------------------|-------|------|------------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Hypothesis |
| | | B | Std. Error | Beta | | | |
| 1 | Emp | .574 | .057 | .739 | 9.991 | .000 | Yes |
| | (Constant) | 1.523 | .212 | | 7.180 | .000 | |

a. Dependent Variable: Job

FINDINGS, SUGGESTIONS AND CONCLUSION FINDINGS PERCENTAGE ANALYSIS

- It is found that 43.5% of the respondents are between the age group of 25 years – 35 years.
- It is found that 12.9% of the respondents are under PLP and warping labour.
- It is found that 75.3% of the respondents are Male.
- It is found that 57.6% of the respondents belongs to others category in Education.
- It is found that 60% of the respondents are married.
- It is found that 64.7% of the respondents are from rural.
- It is found that 100% of the respondents are Temporary workers.
- It is found that 82.4% of the respondents are between 10001-20000.
- It is found that 67.1% of the respondents are agree with tools and resources.
- It is found that 55.3% of the respondents are agree with positive results.
- It is found that 0.6% of the respondents are agree with work valued by the organization.
- It is found that 51.8% of the respondents are neutral with amount of work expected.
- It is found that 50.6% of the respondents are agree with openly talk about what needs to be done to be more effective.
- It is found that 49.4% of the respondents are agree with supervisor helps to understand

and how work is important to the organization.

- It is found that 51.8% of the respondents agree with supervisor is approachable.
- It is found that 57.6% of the respondents agree with supervisor creates a motivating and emerging workplace.
- It is found that 63.5% of the respondents agree with fairly paid for the work.
- It is found that 55.3% of the respondents agree with satisfied with the work environment.
- It is found that 54.1% of the respondents agree with talent and skills are used at work.
- It is found that 52.9% of the respondents agree with satisfied with the level of security given by the company.
- It is found that 49.4% of the respondents agree with close to the people at work.
- It is found that 47.1% of the respondents are neutral with received recognition for the work.
- It is found that 63.5% of the respondents agree with feel good about working at the company.

t-Test

- It is inferred that the perception of employees towards Employee Engagement is that there is no significant difference among Gender and Employee Engagement since the significance value is above 0.05.
- It is inferred that the perception of employees towards Job Satisfaction is that there is no significant difference among Gender and Job Satisfaction since the significance value is above 0.05.

SIMPLE LINEAR REGRESSION

It is found that Job Satisfaction was influenced by Employee Engagement. Here Employees are more engaged to their work and they are Satisfied with the work.

RECOMMENDATIONS

This study attempts to provide some useful insight into determining the components and dimensions of employee engagement and

investigate its effect on job satisfaction. Based on the literature reviews, the researchers highlighted as well as discussed, the important elements contributing to employee job satisfaction at workplace and improved employee's job performance.

Today's works environment has evolved considerably. The process by which we expect engagement to happen needs to be fully understood so that managers can have strategies or manage other context issues to enable full employee engagement.

Correct employee engagement strategies drive and improve employee job performance supervisor providing feedback and guidance, help employee on what is expected of them, have clear understanding of where the employee supervised is heading and acknowledges employee improvement in their works are important qualities. Engaged employee through freely sharing of ideas, feelings, hopes, difficulties faced at workplace, listen to difficulties of employee and react constructively to employee need are among the constructive ways that can enhance employee satisfaction. A workplace that makes employee proud to work there and giving the feeling of like to work there are important in creating employee work satisfaction. This will also encourage employee to recommend others to work there. Employee participation, work immensely, difficult to detach from their job and happy working for the company are good sign of job satisfaction.

CONCLUSION

The study on employee engagement and its impact on job satisfaction reveals that the employees are satisfied with the work. It is also proved that employee engagement plays a very crucial role to achieve higher job satisfaction among the employees. The job satisfaction is divided into intrinsic and extrinsic satisfaction. This study showed a positive relationship between employee engagement and job satisfaction. Thus, through providing employee engagement opportunities, a company will improve employee job satisfaction. Engaged employees leads to higher job satisfaction.

REFERENCES

- Deepa.E, Kuppusamy.S (2014), “The Effect of Performance Appraisal System in Organisational Commitment, Job Satisfaction and Productivity”, Indian Journal of Applied Research, Vol. 4 (2), pp 4-6.
- Thakur P, (2014), “The Effect of Employee Engagement on Job Satisfaction in IT Sector “Journal of Business Management & Social Sciences Research (JBM&SSR) Volume 3, No.5.
- Ali Sobia, Farooqi Aftab Yasir (2014), “Effect of Work Overload on Job Satisfaction, Effect of Job Satisfaction on Employee Engagement and Employee Performance (A Case of Public Sector University of Gujranwala Division)”, International Journal of Multidisciplinary Sciences and Engineering, Vol. 5 (8), pp 23-20.
- Hotner Tampubolon (2016), “The relationship between Employee Engagement, Job Motivation, and Job Satisfaction towards the Employee Performance”, Corporate Ownership & Control/ Volume 13, Issue 2, Winter 2016, Continued – 2.
- Umamaheswari R and Swarnalatha C (2015), “Impact of work Engagement on Work Satisfaction: A study on Higher Education Faculties”, IJARIE-ISSN (O)-2395-4396, Vol-1 Issue-5 2015.
- Ahmad Nobi, Raheem Abdal and Jamal Sajid, Job Satisfaction among School Teachers, The Educational review, Vol no.7.



‘Role of Internal Communication in Employee Engagement – The Practical Perspective’

Dr. Satbir Yadav

Area Manager - CSD Depot, Jaipur

Abstract

Internal or employee communications (IC or EC) has been of utmost importance ever since the advent of business organisations but it has crested itself during the recent Covid-19 caused pandemic that spanned almost three years. Its importance has strengthened manifolds over the period and both Human Resource (HR) and Public Relations (PR) professionals underscore its importance for maintaining constant connects with employees to ensure their effective engagement and retention.

The process of communication and its influence on various determinants of organisational success is well researched since the onset of the formal formation of business organisations. The exploratory study in hand is based on the outcomes of various research studies and surveys but with congruent findings. The article reinforces the sum of sums - internal communication is at the center of the concept called employee engagement (EE) that ultimately determines the success of an organisation. The communication strategies must therefore be aimed at building an open & inclusive environment where trust develops between employees and their employer, leading to the former's engagement with organizational objectives.

Key Words:

Internal Communication, Employee Engagement, Human Resource.

1. Introduction

Both workplace practices and employees' habits are changing at an unprecedented pace. The shape and size of newsletters or emails having an announcement for employees have undergone a sea change since the times of the 'one-size-fits-all' format. The expectations of employees are clear in the case of communications. They want the right information at the

right time without looking out for the same. They would read and accept the content that resonates with their work and requirement. Also, they would like the news to be personalized for their easy consumption. Moreover, employees want to be influential in their workplace, like they are on social media. To win the game, companies need to stay abreast of their employees' needs, expectations, and habits. However, the challenge for a modern business organisation is to cater to the needs and requirements of employees from multiple age groups and a globally scattered workforce. Companies have to devise strategies to reach them all, including the remotely placed employees, and to engage not one but multiple generations, that is, employees from Gen-Z to the Millennial and even the Baby Boomers who are ready to retire. It is thus not an easy task or a cakewalk but an arduous one for the practitioners of internal communication – the very way to connect with employees and tool for their effective engagement whereby employees commit wholeheartedly to both their work and the organisation.

In every business organisation, both HR and PR professionals are increasingly "recognizing the importance of strengthening internal communication with employees" (Mishra et al, 2014). To help practitioners of internal communications, companies need to adapt to new principles of employee communications to connect and engage with their employees, more so in the context of the still existing Covid-19 caused pandemic that forced firms to let their workforce operate remotely.

Internal or employee communication is as important as, if not more, external communication for all stakeholders including employees and organisations. Its importance is more on account of building trust between employees and management as it creates the 'culture of

transparency' that, in turn, transforms into increased engagement with organizational objectives & priorities.

This exploratory study builds upon the findings from various empirical studies & surveys on the significant role that internal communication plays in the effective engagement of employees, more so in the changed work environment (post-covid) called the new normal (which is no longer 'new!').

2. Discussion – Theoretical Development

2.1 Internal Communication – The Meaning

What does Internal Communication (IC) mean? As the pair of words suggest, IC is 'internal' & 'integral' to an organisation but it affects employees and their work that influence the efficiency of the organisation as a whole which ultimately determines its success or failure for the external stakeholders. According to Dahlman and Heide (2020), "there are many aspects of internal communication – work related, social, formal, informal, vertical, horizontal, between coworkers, between coworkers and managers, communication before and under organizational changes, internal crisis communications and so forth". Also, there are various means of communication within the organisation such as e-mail & intranet, e-newsletter, staff magazines, e-billboards, and closed circuit television, etc. Authors describe IC as "an unused capital with a large potential for organizational success" and "a basic prerequisite of organizations that is performed by all members of an organization – managers, coworkers, and communication professionals" (Dahlman and Heide, 2020).

2.2 Employee Engagement – The Concept

Employee engagement is a key concept in the workplace and has been defined variedly reflecting its simple meaning to complex nature. However, broader understanding of the concept is provided by 'Engage for Success' while defining it as: "employee engagement involves providing the right

conditions for all members of an organization to give of their best each day, committed to their organization's goals and values, motivated to contribute to organizational success, with a strengthened sense of their own well-being" (cited by Kim Harrison, Corporate Communication and Consulting professional in his blog titled - "Good communication can hugely lift employee engagement", 2020). Whereas, the often-quoted definition, according to him, is attributed US Consultancy - Towers Perrin (2003) that defines it as "the extent to which employees put discretionary effort into their work, in the form of extra time, brainpower and energy". Gallup Inc., another US-based consultancy that considers itself an authority for having the foremost expertise on the concept of employee engagement, defined engaged employees as "those who are involved in, enthusiastic about and committed to their work and workplace" in one of its "State of the American Workplace Report" (2017).

Both from the above described and other omitted definitions, it evolves that the concept of employee engagement, as per Kim Harrison (2020), mainly comprises of three components, namely:

- i) "Physical or behavioral, i.e. it affects what people actually do in their roles".
- ii) "Cognitive, i.e. it affects how people think about their roles".
- iii) "Emotional, i.e. it affects how people feel about their roles".

In essence, "this amounts to employees going the extra mile" (Kim Harrison, 2020). Also, it can be seen that component of formal and/or informal communication is invariably involved in all of these.

Furthermore, as per Gallup study of 2020, "employee engagement is based on trust, integrity, two-way commitment and communication between an organization and its employees" and, as an approach, it enhances "the chances of business success, contributing to organizational and individual performance, productivity and well-

being". Another study by Gallup in 2006 - "Engaged Employees Inspire Company Innovation: National Survey" finds that "passionate workers are most likely to drive organizations forward" and reaffirms the same again in 2020 stating that "engaged employees are highly involved in and enthusiastic about their work, and therefore, shall act in a way that furthers their organization's interests" Gallup (2020). However, engagement is directly correlated with the quality of communication that actually accentuates employee engagement and thus, aids in furthering the achievement of organisational objectives.

2.3 Employee Engagement – What Is and What Is Not?

According to Kim Harrison (2020), "employee engagement is a measure of an employee's emotional attachment to their job, colleagues and organization which greatly influences their willingness to learn and perform at work" but, it is "different from employee satisfaction, motivation, and organizational culture". Being satisfied doesn't mean one is essentially engaged in her role or work.

Employee engagement is quite often considered the same as employee satisfaction or employee motivation but there is a distinct difference. Employee satisfaction is the level of contentment that shows how content or satisfied an employee is with his/her job or work environment. Employee motivation, on the other hand, refers to the set of factors that can drive an employee to take affirmative action for the achievement of his/her goals. Whereas, employee engagement, as per a blog titled 'Employee Engagement Decoded: The Essential Guide for 2023' is "an overarching concept that encompasses both satisfaction and motivation, but also includes an employee's sense of purpose and connection to the organization, as well as their willingness to go above and beyond in their work" (inFeedo, 2023). Employee engagement also differs from

employee experience. Though employee engagement and employee experience are related concepts yet, both are not the same as there exists a subtle but important difference. Employee experience, as described by inFeedo blog (Employee Engagement Decoded: The Essential Guide for 2023) is the "sum of experience an employee has across all the touch-points with an organisation". These are usually how and what employees feel, see, and hear as they go about work on a daily basis. Employee engagement is, on the other hand, "what employees feel as a result of the employee experience initiatives". It is the resultant "emotional and psychological connection that the employee forms toward the organization" (inFeedo, 2023).

2.4 Sustainable Engagement – A Step Forward

The domain of HR is ever-evolving and so does its processes. The concept of employee engagement is taken a step further by the HR sector by talking about 'sustainable engagement'. Today's workforce is geographically dispersed, remotely connected, and working longer with lesser resources. The argument, therefore, arises that "sustainable engagement is needed for greater productivity and satisfaction" (Willis Towers Watson, 2016, as cited in the article – "Good communication can hugely lift employee engagement" by Kim Harrison, 2020). The 'sustainable engagement' model advocated in 2016 by the international HR Consultancy - Willis Towers Watson which itself employs over 45,000 staff globally, comprises of the following three key components:

- i. Traditional Engagement, that is about "employees' willingness to give their discretionary effort".
- ii. Enablement, that is about "employer's support for productivity and performance in the local work environment".
- iii. Energy, that is about "a healthy work environment supporting employees'

physical, social, and emotional well-being".

According to Gallup's 2020 report - "Employee Engagement and Performance: Latest Insights from the World's Largest Study", engagement is not just a 'feel good' factor but more than that as findings of the study confirm the significant difference between the performance outcome of top-quartile and bottom-quartile of engaged teams. For this reason alone, there is "a compelling argument for communication strategies in support of stronger employee engagement" (Cutting Edge PR - Kim Harrison, 2020). Effective internal communication leads to enhanced employee engagement and, in turn, better or improved organizational performance.

Further, employee engagement has been found to be one of the key drivers of productivity and growth for every business organisation whereas, the level or extent of engagement is the consequence of the quality of communication. All concerned at various levels of management thus need to comprehend the interconnection between IC and EE to unlock the full potential of their employees.

Respondents to the 'Global State of Internal Communications Survey for 2022' indicated that "employee experience is by far their highest priority - by nearly 20% over their second highest priority". This disparity is not a surprise for someone who is aware of the importance of employee engagement.

Increased efficiency or productivity, reduced absenteeism, lesser turnover, and a deeper commitment are just some of the many benefits of a highly engaged workforce.

3. Internal Communications and Employee Engagement – The Relationship

Internal communication is "the way employees communicate with their business and amongst themselves", whereas, employee engagement is "the connection employees feel between them and their business" (ContactMoney), and thus, both

are closely connected and intertwined. Effective communication facilitates greater engagement, and highly engaged employees communicate effectively, more than those who aren't. However, "employee engagement doesn't happen by accident; it takes continuous efforts to understand what's important to your employees and nurture a positive workplace culture" (as per the blog – "Internal Communication and Employee Engagement – Exploring the Connection" on ContactMonkey). Internal communication plays a crucial role in this constant effort aimed at employee engagement.

3.1 Role of Communication in Employee Engagement

Communication by itself, as a key process, determines the success of the organisation. As per Dr. Ritika Srivastava of Peoples Matters (as cited in the article – 'Role of communication in Employee Engagement'), "communication is the powerful tool that can have an enormous impact on the success of any organisation". It has a significant impact on the efficiency, productivity, and growth of an organisation by way of increased employee engagement, and thus, "communication is the cornerstone of an engaged workforce" (Srivastava, 2016). According to her, employees of any organisation are the "most significant investment" that ultimately determines the real rate of return in the form of organizational success or failure in the achievement of its goals.

Employee engagement is beyond physical presence and being at work. It is the emotional and intellectual or cognitive commitment that an employee has to his organization and its goals. It is reflected in the amount of effort and level of energy employees put into their work.

The dedication, commitment, and loyalty of employees depend upon the extent of their engagement with organisational priorities & objectives. The higher the engagement, the greater shall be the dedication & commit-

ment of employees which is a pre-requisite for the sustained growth of any organisation irrespective of size & scale. The key challenge for every modern business is to find ways & means to effectively communicate with its employees.

Ensuring a higher level of employee engagement has normally been at the forefront of top management and HR team's initiatives leading to several brainstorming sessions or meetings, half-yearly or yearly surveys, rewards & recognition schemes, etc. But, more often than not, the most essential and simple way of accentuating and maintaining engagement that remains overlooked is day-to-day communication called internal or employee communication. According to Matthew Morgan (as cited in the article – 'Good communication can hugely lift employee engagement' published by Cutting Edge PR on 1 June 2020) three most important factors that influence employee engagement are:

- i. Leadership Communication;
- ii. Organisational Reputation; and
- iii. Employee Expression or Voice.

As can be seen, all the above factors are the result of formal and/or informal communication and thus get impacted by its effectiveness. Good communication can better employee engagement.

Another expert on Internal Communication - Rodney Gray (again cited in the article – "Good communication can hugely lift employee engagement" published by Cutting Edge PR), firmly believes that the "best types of direct communication, which can achieve the aim of communication to lift employee engagement in a substantial way", are:

- i. An ear for all, that is listening at all levels;
- ii. Maximum one-to-one or face-to-face communication;
- iii. Information tools & kits, packs, and guides;
- iv Two-way(upward-downward) communication;

v. Social media supported conversation or communication.

He further elaborates on other ways & means to strengthen employee engagement levels that "facilitate personal growth for employees through learning opportunities, job rotation, and career path opportunities; develop relationships through involvement and consultation with staff, a healthy culture in which staff is valued and recognized; develop trust by all staff in leaders who are credible, provide vision, are open and candid, commits time to employees and seeks feedback; and, encourage change through dealing with employees with respect and dignity (no secrets, no hype), and through often varying the way narratives and other communication describe what success will look like" (Rodney Gray). As we can notice, the success of all these actions depends on effective communication.

3.2 Communication – The Source of Engagement

Communication is the simplest source of engagement but one of the most challenging tasks for any organisation. An effective way to communicate with employees can easily ensure their higher rather real engagement, whereas, non-effective methods can create communicational chaos and even resultant disengagement. Regular communication with employees helps in clear understanding of business objectives and goals besides their role in achieving the same. With the fast-changing technology leading to the development of new ways & means of communication, business organisations have to devise newer ways to reach the employees that are liked by them. Moreover, they have to cater to the needs of multiple generations of employees simultaneously out of which most of the modern lot prefer social media type – ready-made or instant, fun-filled, and trendy communications.

There is no denial on the argument that

employees need to be engaged for the reasons well researched, and validated values like trust, commitment, loyalty, efficiency, productivity, etc. that are beneficial both for the employees and employers alike. Engaged employees are always ready to rise to the occasion to perform above the expected level and even look for opportunities to improve their performance. They give their whole-hearted selves for the success of a business by providing innovative ideas and going beyond the call of duty. However, for this seemingly simple act of engagement, every business organisation needs to untangle its unique but complex web of communication – the very way to understand and engage their employees.

3.3 Benefits of Effective Employee Communication

Internal or employee communication is highly relevant for employee engagement as it helps in making employees feel valued, creating a sense of belonging, enhancing efficiency & productivity, and above all, giving them a voice. Employees, initially & ultimately, wish to trust & commit themselves only to an employer who values their presence and engages in a workplace they consider their home (away from home).

According to the 'Global State of Internal Communications Survey for 2022', "email is the most commonly used platform for internal communications" and "if you're serious about increasing employee engagement, you need to prioritize your email communications". Also, it is seen that certain types of communications like one-to-one or face-to-face conversations, telephonic calls, SMS, VC (video conferencing), intranets, etc. have a higher impact in engaging employees. However, to benefit the most, it is essential to balance their use to let employees get the desired information without being overwhelmed. Additionally, some of the simple activities like informal meeting with staff by going to

their shop floor or work-stations, asking for the well-being of employees, an authentic 'hello' and meeting with a few people in a month can go a long way in enhancing engagement. High levels of employee engagement are associated with positive outcomes for both the organization and its employees. For example, high employee engagement results in increased productivity, improved customer satisfaction, and reduced turnover.

An effective communicator wields the power to influence the way things are done in the workplace. She/he is able to establish a two-way channel for easy flow of information, besides helping both managers and executives to communicate better and thus, leading to effective employee engagement. IC/EC also acts as a motivator for employees as it drives collaboration amongst them and their departments by ensuring an open and free flow of information/communication. Knowledge sharing and access to each other's skills are eased in such an environment that helps employees perform better.

According to a series of studies conducted by Watson Wyatt Worldwide (2008, 2009, 2010), "engaged employees are twice as likely to be top performers, miss 20% fewer days of work than their less engaged counterparts, are more supportive of organizational change, and have lower turnover rates". Also, the good or "effective communication was found to be a key driver for employee engagement and an indicator of financial performance". Furthermore, "return on investment (ROI) for engagement includes an increase in staff satisfaction which leads to an increase in productivity". As per another study, "less than half of organizations (49 percent) report being effective at communicating and providing traditional career advancement opportunities (2014 Global Talent Management and Rewards Study, Towers Watson).

The study also revealed that "when neither leaders nor managers are perceived to be

effective in communicating and driving engagement, only 8 percent of employees report being highly engaged" whereas, conversely, "in companies where both managers and leaders demonstrate effective engagement strategies, 72 percent of employees are highly engaged". Another study further establishes "companies that work toward establishing leaders and managers who are effective communicators for driving engagement can expect to have more highly engaged employees, with higher job retention rates as well as the attraction of new employees" (2014 Global Workforce Study – Towers Watson, as cited in People Matters' article – Role of Communication in EE, 2016).

Some of the notable benefits of an effective internal communication, as experienced by most of us, can be described as:

- i. Reduce response time i.e. quick or faster response to emergencies.
- ii. Increase in self-esteem as employees feel valued.
- iii. Increase in employees' efficiency/productivity/contribution.
- iv. Reduction in issues related to absenteeism.
- v. Increase in retention of talents.
- vi. Increase in information sharing for better decision-making.
- vii. Increase in the capability of managers and leaders.
- viii. Increase in the overall ability to achieve organization's objectives.

To sum up the sums, it can be concluded that effective internal communications results in increased employee engagement which, in turn, enhances their efficiency & productivity, and drive business growth.

4. Findings - The Success Mantra

The secret of success lies in understanding and internalizing the meaning of the word 'communication' itself. The right message at right time is the essence of effective communication which however needs to be

treated as a unique recipe for its different mix of ingredients for each piece of preparation. Organisations being culturally different require a specific mode and method of message delivery. The ways and means of communication evolve with the growth and development of an organisation along with the increased engagement of its employees. However, irrespective of organisational vintage, the essential ingredients in each unique mix of the recipe remain the same for effective engagement of employees, such as clarity and consistency of message; appropriateness of information; authenticity, transparency, accountability of source; personal connect; purpose and objective of communications.

Though these aspects of communications seem simple and obvious yet, most organisations fail to deliver the desired impact due to their rather more focus on tangible (business results) than the intangible but essential aspect, that is, the important dimension of employees' emotional being that underlines the human angle in all communication across organisations and compulsory for true engagement. And thus, there exists a need to customize the ways & means to communicate with an individual or a group.

As there is no one formula or equation to prescribe a possible way to communicate effectively with employees, there is a need for an integrated approach based on the level of communication's source and intended audience. Moreover, both the organisational and individual practices possess the power to decide the impact of communication. According to Luss and Nyce (2008), "organisations that communicate effectively are competent in several communication practices" and these practices "collectively constitute the hierarchy of effective communication" (Figure below). Authors (Luss and Nyce), however, emphasize that "individual practices are critical to enhance communication" as "across an organisation, no one practice guarantees effective

communication" which is rather a result of permutations and combinations depending upon multiple factors including the individual and exigency involved, and thus, in the end, it is the "integration of all practices that delivers result-oriented and effective communication program" (Luss and Nyce, 2008).

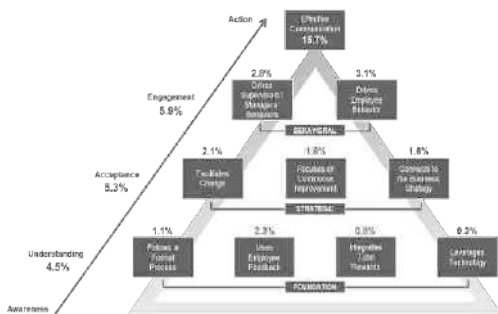


Figure – "Hierarchy of Effective Communication" (Source: Richard Luss and Steven Nyce, 2008)

Notwithstanding the complexities involved, every communication to be effective for employee engagement must have the following ingredients:

- I. A clear, concise, and consistent message with the appropriate information;
- ii. A sense of honesty and openness with an authentic tone;
- iii. A feeling of passion and connection in the message;
- iv. A clarity of purpose, goals, and direction; and
- v. A frame having transparency and accountability

These are seemingly "straightforward and obvious ingredients, but far too often organizations get so focused on the business side of things that they forget the human connection that needs to happen regularly for employees to truly get engaged" (Boughey and Munro in the article – 'Role of Communication in Creating Engagement', Insights, 2014). We need to review our communications regularly to see if they include all these key ingredients. At first, it's

a hard recipe to create but it "gets easier once everyone gets in the habit of creating an open and authentic way of communicating" (Boughey and Munro, 2014).

5. Recommendations

The process of communication is quite a complex web in practice and the practitioners, especially from the field of HR, therefore need to underscore the uniqueness of both the group and individuals comprising the same. The recommendations hereunder are limited to two occasions: i) when communication is intended for a group and, ii) when an important or major decision is being taken affecting the employees and/or organisation.

5.1 Communicating to a Group of Individuals

Every person being unique has his/her distinct way to communicate and would also like to be communicated in a specific way. If communicating with an individual requires a separate or specific way, a group of individuals shall certainly need an intense exercise in finding out the desired way of communication to have them on the same platform of understanding and engagement. Moreover, each individual being unique, what is required to 'engage' him can at times be hard to know, communicating with and engaging a group of employees may turn out to be an arduous task.

Now the key question is – how do companies communicate to ensure its effectiveness, leading to improved employee engagement? Effective communication means the exchange of messages or information as intended and, that the same meaning or intent of the message should get across from sender to receiver. In a business organisation, middle-level such as line managers or floor supervisors can be the key contributor to increase engagement among workers and, between them and the firm. Further, increasing self-awareness essentially requires training and mentoring, and

that helps in the personal development of employees. Self-understanding of line managers enables them to identify similarities and differences with others and that in turn, shall help them in better understanding of other staff besides connecting with them on an individual level. For their unique and strategic position in the organisational hierarchy as the key link and main contact for day-to-day interaction with larger groups of employees, top management must focus on these middle managers for developing their communication skills and to harness their potential for improving the overall employee engagement.

Also, to understand the aims and objectives of improving employee engagement, middle-level managers or supervisors should be part of the team interacting with HR and higher management as they play a prominent part in the whole exercise of increasing engagement. Though for many managers, it may require a change in their outlook and working style yet, it is essential as an open and honest culture fosters better bonding and desired understanding amongst all that significantly influence the engagement process besides business outcomes. For this purpose alone, line managers should essentially be on board with a clear line of sight for safe sailing.

Effective communication between managers and employees helps each to have clarity on their role i.e. what is expected from them. Also, a better understanding of their role helps employees in their personal development as they get encouraged to be part of new initiatives. Senior managers should therefore be suggested and helped to learn various ways to connect with employees for their increased engagement and whole-hearted involvement.

Communication can only be effective when it is made with an open mind, that is, in a transparent manner and discussed on a one-to-one level. This may at times require one to go off-track discussing non-critical business issues, and that should rather be

encouraged as interacting on non-business and personal matters helps employees to shed their inhibitions leading to increased participation. Also, such interactions help to build better relationships and create a conducive environment where innovative ideas are encouraged.

However, such discussions are less convenient with employees working from off-stations as remotely placed people depend on digital dialogue where participation is more passive and with lesser active individual involvement. To overcome such difficulties, the latest technology can come to our rescue e.g. an exclusive intranet site can be dedicated for employees to post their reports, updates, pictures, and even comments on each other's posts. The creation of such a platform that resembles and has social media like Facebook or Twitter type format can open the floodgates of communication that people are used to in their personal lives on a daily basis.

5.2 Keep Employees Informed of Major Decisions

Intelligent employees expect their organisation to share all important information and decisions besides considering their contribution. They want to be sure of their important role. Increasing the level of communication between senior management and employees can ensure an increased understanding of the common objective of their organisation. Shop floor supervisors can manage day-to-day functions whereas senior managers should ensure open and authentic communication from the top down. Top management at the level of CEO or MD can take the lead to share the strategy and divulge the direction their business is going forward with, in a general meeting with staff or through a common platform.

CONCLUSION

Every individual in the organisation matters and so does his/her feeling. In a business set-up, when employees feel that their views and opinions are recognised and can make a difference, their active involvement in work and engagement with organisation gets accentuated. They easily adapt and engage with the company's culture. For this very reason, employees must be motivated to express their views unhesitatingly, that is, they should be encouraged to be vocal. Also, they should be provided with multiple options to choose from the modes & methods of communication.

Like veins & arteries in the human body, internal communication is the life-line for an organisational body, and effective employee or internal communication serves as a sustained source for an 'engaged workforce' – the key concern for every enterprise. For obtaining favourable business outcomes, organisations need to implement best practices in employee communication being adopted by the industry to achieve the pool of required talent – the engaged workforce, and to ensure their committed continuity (retention).

REFERENCE

- Boughey, T., & Munro, L. (2014). Role of Communication in Employee Engagement. (<https://www.insights.com/media/1101/the-role-of-communication-in-employee-engagement.pdf>)
- Contact Monkey. <https://www.contactmonkey.com/blog/how-internal-communication-and-employee-engagement-connect>
- Cutting Edge PR. (2020). Good communication can hugely lift employee engagement. (<https://cuttingedgepr.com/articles/good-communication-can-hugely-lift-employee-engagement/>)
- Dahlman, S., & Heide, M. (2020). Strategic internal communication: A practitioner's guide to implementing cutting-edge methods for improved workplace culture. Routledge.
- Engage for Success. <https://engageforsuccess.org/what-is-employee-engagement/>
- Gallup (2006). Gallup Study: 'Engaged employees inspire company innovation: national survey', The Gallup Management Journal, accessed at <http://gmj.gallup.com/content/24880/Gallup+Study+Engaged+Employees+Inspire+Company.aspx>
- Gallup (2017). <https://www.gallup.com/workplace/238085/state-american-workplace-report-2017.aspx>
- Gallup (2020). "Employee Engagement and Performance: Latest Insights From the World's Largest Study".
- Global State of Internal Communications Survey, 2022. <https://www.contactmonkey.com/global-survey-2022>
- inFeedo (2023). <https://www.infeedo.ai/employee-engagement-guide>
- Kim Harrison (2020). <https://www.brewhub.com.au/good-communication-can-hugely-lift->

employee-engagement/

- Luss, R., & Nyce, S. (2008). Secrets of top performers: How companies with highly effective employee communication differentiate themselves – The methodology behind the 2007/2008 communication ROI study (The 2007/2008 Communication ROI Study).
- Mishra, K., Boynton, L., & Mishra, A. (2014). Driving employee engagement: The expanded role of internal communications. *International Journal of Business Communication*, 51(2), 183-202.
- People Matters. <https://www.peoplesmatters.in/article/employee-engagement/role-of-communication-in-employee-engagement-14496>
- Srivastava, R. (2016). <https://www.peoplesmatters.in/article/employee-engagement/role-of-communication-in-employee-engagement-14496>
- Towers Perrin (2003). Working Today: Understanding What Drives Employees Engagement (www.towersperrin.com/.../towers/UnitedStates/publications/Reports/Talent_Report_2003/Talent_2003.pdf)
- Towers Watson (2014). Global Talent Management and Rewards Study. (https://middleeast-business.com/wp-content/uploads/2015/01/Towers-Watson_Global-Talent-Man_Rewards-Study_August-2014-1-1.pdf)
- Towers Watson (2014). Global Workforce Study. (<https://www.wtco.com/en-SE/Insights/2014/10/global-trends-in-employee-attraction-retention-and-engagement>)
- Watson Wyatt Worldwide (2008, 2009, and 2010). The Communication ROI Study Report. Towers Watson, 1-23
- Willis Towers Watson (2016): <https://cuttingedgepr.com/articles/good-communication-can-hugely-lift-employee-engagement/and-willis-towers-watson-the-power-of-three.pdf> – WTW



A Case Study on Employee Engagement at Public Sector Airline(s)

Prof. Dr. Venugopal Janaswamy

Ph. D – Management Science & Ph. D – Economics; Professor of MBA,
Kasireddy Narayan Reddy College of Engineering & Research,
(Brilliant Group of Technical Institutions),
Affiliated to Jawaharlal Nehru Technological University, Hyderabad

Abstract

The basic objective of the case study was to emphasize the role of HRM professionals in formulation of various development strategies with more focus on the employee engagement. The organization selected for the purpose of the study was a public sector airline i.e., Indian Airlines Limited has carried out its flying operational activities on domestic sectors and to some neighboring countries like Nepal, Singapore etc. The introductory part of the study has dealt with the theoretical foundations, need and significance, rationale of the study, scope and objectives. The airline sector has huge potential to generate revenue including the foreign exchange. The public sector airline has faced challenges / hurdles after the entry of private operators into the airline market. Subsequently, the domestic public sector was merged with Air India Limited which has operational activities in international sectors. The physical and financial performance of the domestic public sector was reasonably comfortable. It has formulated strategies at corporate level with the specific focus on employee engagement besides the other market driven functional policies to meet the competitive edge. The data collection process consists of primary data and secondary data. The conclusive results were that the vast majority of the respondents have positively stated that the operational terms of the case study as an educational strategy was very useful for development not only to the airline organizations but also to the other organizations, educational, consulting and other organizations.

Key Terms:

Employee engagement, Performance, Strategy and Development.

Introduction:

The term employee engagement could be stated as the degree to which the workforce of an organization energizes their cognitive and behavioural attitudes / perceptions positively in achievement of end results of the organization. The concept of Employee Engagement was introduced by William Khan, at Boston University in the year 1990. He stated that when the person expresses their preferred self in their work environment, connectivity with their work, and colleagues which finally results in the development of performance. The employee engagement is an effort to understand and describe both qualitatively and quantitatively the functional nature of the relationship existed between the organization and the employees. The engaged workforce performs their tasks assigned by their superiors with high dedication, commitment, sincerity, integrity which contribute to gain the confidence related to the work; recognition and retention of talent, enhances job satisfaction of the workforce, reduce labour turnover; also cause for the attraction and retention of customers loyalty which finally contribute to enhance the overall productivity of the organization. The role of HR plays a crucial role in acquisition of skilled resources. The newly joined as well as the existing staff always thinks about their career, competence and care. The employer has to ensure to provide the opportunities for innovation and creativity, growth, recognition, for the development of the employees. The HR professionals should maintain the succession levels of progression at various levels. The

mismatch if any in the performance of the employee has to be identified and refresher sessions have to be conducted to fill the performance gap or to cope up with the change process like expansion / diversification / modification of the existing technology / systems / process. The nature of manpower planning depends upon so many factors like size of the organization, infrastructure, finance, induction of technology, location and localization factors like rural or urban etc. The organizations at present are functioning in a dynamic environment. The human resource is the most important vital resource when compared to the other resources like men, machines, materials, and money. In fact the value of various materialistic resources depreciates in value whereas the value in case of human resources appreciates according to the capabilities of the workforce engaged in various organizations. The HR professionals have to align their functional objectives with the overall organizational objectives to achieve the goals formulated at strategic level. The functional heads at various levels of the organization have to coordinate on a regular basis in order to reap out the large scale economies like managerial, production, logistics, research and development, engineering, information technology etc. The organizations having the strong commitment for implementation of Total Quality Management were on the high edge to achieve the performance. The professionally managed companies have excellent recruitment and selection policies, work culture, healthy motivational policies; also implement the labour legislations, and provide various mandatory and non mandatory benefits to the employees. The HR team of an organization has to assess the manpower requirement of the organization with association of the Industrial Engineering Department if any, besides the user departments purely on scientific basis. The small size organizations may adopt the alternative strategies like utilization of services of external experts on need basis, thus can save some costs

Need / Significance of the Study:

There was huge growth in terms of passenger and cargo through air connectivity. The airline has estimated that demand cannot be met with the existing fleet; hence planned for additional aircraft to meet the demand. The contribution of the airline to the national economy was significant. It has provided the employment opportunities to thousands of people; fostered for integration and cultural development; promoted for the tourism and development sector; contributed for the development of Car Rentals, and Hotel Industry; contributed for increase in foreign exchange reserves; actively participated in disaster management crisis; rural urban connectivity; exchequer to the Government by payment of corporate taxes etc.

Selection of an Organization:

The objective for the selection of the case study approach was that there was tremendous scope for growth of an airline market for domestic sector, and also the feeder sector that connects various destinations under the Hub and Spoke Scheme operated earlier by the public sector airline. The Indian Airlines Limited has implemented the best employee engagement policies to attract, retain and maintain the skilled basket inventory in all technical related areas besides the some technical areas. The Vayudoot Limited, a feeder service airline was established to connect the remote areas. It was later merged with the Indian Airlines Limited, Air India Limited and some other organizations. There was no competition before implementation of economic reforms in the airline sector. The public sector airline has operated very comfortably. It was felt that the case study approach could be utilized as an educational corporate strategy by the new as well as by the existing entrepreneurs in the airline sector. The organization selected for the purpose of the study was EX- Indian Airlines Limited. The airline organization has earlier enjoyed the monopoly position. Later it was merged with Air India Limited as result of the policy decision of the Government. The airline has operated services in domestic sectors and some

neighbouring sectors like Singapore, Nepal etc. The airline has functioned as per the directives of the Directorate General of Civil Aviation. The airline has adopted the various market driven strategies and performed well as per their predetermined norms with some deviations which were marginal only. The airline has well defined, cleared stated and well structured functional policies. The workforce positions of various functions were categorized as Pilots / Co-pilots, Cabin Crew / Flight Attendants, Aircraft Engineers to meet the requirements of various aircraft, Ground Engineers, Commercial Staff, etc. It was not an easy task for the airline to acquire the highly skilled qualified licensed people like Pilots, Co-Pilots, Airhostess, and Aircraft Engineers etc., which were not easily available in the airline employment market. There were certain mandatory norms that had to be followed by the airline organization where high precision, accuracy, communication skills, behaviour skills and decision making skills were required. The Central Training Establishment, a premier training centre in the airline sector which has imparted training to its internal candidates besides to the external candidates from the other organizations like Air force, Flying Clubs etc. The broad categorization of functions was – Operations Department, Cabin Crew Department, Engineering Department, Commercial Department, Stores & Purchase Department, Personnel / HR Department, Security & Vigilance, Medical and Information Technology Department. The airline organization has an excellent manpower policy implemented purely on a scientific basis. The initial selection process consists of standard procedures related to various functions due to fulfil the mandatory norms stipulated by the policy makers.

The Indian Airlines has well structured employee engagement policies to attract and retain the skilled force e.g., selection policies, career growth, promotion policies, welfare policies, motivational policies. The induction and implementation of the economic reforms in the airline sector has resulted in the entry of new

entrepreneurs. It has resulted in tough challenges to the public sector domestic airlines which have necessitated modifying its existing functional policies in order to lead its market leader position. The public sector airlines have lost their monopoly position; it has still maintained its leadership position. There was an excellent improvement in the quality of service provided by the employees of the public sector airline which was due to the energetic efforts (involvement, commitment, dedication etc) expended by the employees to fight against the common enemy.

Rationale behind the study:

The case study has been adopted for the purpose of the study which was based upon the historical facts. It was an educational strategy that could be utilized by the airline organizations, both new as well as existing. The case study could also be utilized by the airline organizations in their in house training situations, recruitment and selection process like management training, engineer training, and also in the areas of pilot training, cabin crew and the other operational requirements; training imparted to the commercial staff; aircraft engineers, security / vigilance etc., areas where requirement was mandatory. The case study was the best approach available to the superiors to assess the decision making skills of the raw employees / experienced employees in various environmental situations. The case study approach based on the earlier studies provides qualitative inputs especially in the areas of technical nature like Pilots / Aircraft Engineers etc., where decisions have to be taken in a fraction of seconds especially during flying. The case study approach is widely used by the airline organizations e.g., to examine the causes of accidents, scrutiny of black box recorders to assess the last minute discussions between the pilots etc. The Case Study Analysis was also very useful in academic / technical training / flying training institutions / flying clubs or some other organizations, educational and technical institutions.

Scope of the Study:

The study was confined to the Indian Airlines Limited, Hyderabad, State of Telangana, which has operated profitably earlier with its own developmental strategies. The head office was located at New Delhi. The overall policies formulated at head office were communicated to the entire network of Indian Airlines Limited. Earlier, there was only one domestic airline in India known as Indian Airlines Limited., which has successfully organized its operational activities. The other public sector airline known as Air India Limited has operated its activities on an international basis. The present case study was related to the domestic sector airline only.

Period of Study:

The secondary data study was carried out for the period 2001-02 to 2006-07., i.e., pre merger of Indian Airlines Limited.

Objectives of the Study:

- A. To assess the Case Study Approach as an educative strategy whether could be utilized by the airline organizations in the present global scenario
- B. The study of the results of the historical factual inputs were whether applicable
- C. To elicit the opinions of the esteemed employees of the organization.
- D. To assess the physical and financial performance of the public sector airline up to the premerger of Indian Airlines Limited with Air India Limited
- E. To provide suggestions on the basis of observations and findings of the study.

Methodology:

The research design adopted was the Case Study Approach. The Indian Airlines Limited has successfully operated before implementation of economic reforms. It has provided certain factual inputs which have resulted in success. The data has been collected from primary sources and secondary sources. The collection of secondary data was confined up to the period of pre merger of Indian Airlines Limited. Subsequently, the airline has

improved the quality with high focus on passenger safety and qualitative service to meet the competition. The entry of private operators into the airline business has challenged the public sector airline which necessitated the airline to modify its internal and external policies to maintain its leadership position in the airline market environment. The Case Study was found as one of the best educational strategies that could be utilized by the airline organizations. It has provided the inputs of the public sector airline since its inception, subsequent changes like mergers etc., challenges / hurdles faced by the airline, strategies adopted by the airline from time to time to derive the marketing / operational economies.

Operational Dimensions:

The employee engagement consists of various operational dimensions which contribute for the best performance. The most important drivers could be stated as cognitive state of mind, sense of psychological belongingness towards job / work, degree of involvement at work, relations with superiors, peers subordinates, level of satisfaction at job, motivational policies, reward system, fair treatment, team concept of leadership, Total Quality Management philosophy, employee welfare practices, talent management, opportunities for career growth and development, recognition for innovation and creativity, participative style of management, organizational culture, which are found essential to attract, retain the best employee engagement culture.

Literature Survey:

Maimuna Muhammad Nda & Rashad Yazdani Fard,(2013)¹ have discussed that the organizations should have strong emphasis on human capital like focusing on knowledge, skills and motivation of the workforce for the purpose of survival and success to function in a turbulent dynamic environment. Sandhya Sridevi, M., (2010)² felt that the employers were able to create a more productive and efficient workforce. The involvement and

engagement of the workforce was essential to obtain the fruitful results. David Zinger (2009)³, management expert has fostered on relationships to increase the employee engagement like involvement, dedication and engagement. Li Sun,(2019)⁴, has stated that there was a positive relationship with individual performance in terms of organizational commitment, positive behavior and organizational performance in terms of customer satisfaction, financial returns etc. Pratima Sarangi, & Bhagirathi Nayak, (2016)⁵ have observed that the success of an organization depends on the productivity generated by the employees through their commitment to the organization. Arti Chandani , Mita Mehta and others ,(2016)⁶, have opined that the engaged employees connect with their assigned tasks, work hard to achieve the assigned tasks and also outperform extra for extra output. The inputs of the literature survey related to the conceptual criterion i.e., Employee Engagement have to be reviewed from time to time by the scholarly community which provides scope to reduce the research by incorporating the best practices across the globe.

Limitations of the Study:

- The case study approach was based upon the historical facts related to the public sector airline organization which has successfully operated on domestic routes.
- The study was carried out till the date of merger of Indian Airlines Limited (domestic public sector airline) with Air India Limited (international routes).
- The results incorporated in this work may or may not hold true due to changes in the internal and external environmental factors.
- The results may or may not be applicable to the other organizations.

Data Collection Process:

The primary data was collected from the respondents working at various levels, retired

staff, airline customers and some other stakeholders like researchers, academicians, professionals of the other organizations like HAL, Information Technology Companies, agents etc. The secondary sources were collected from the published sources like annual reports, profiles of the organization, trade magazines, and internet etc.

Sample Size:

The respondents selected for the purpose of the study were those who have reasonable awareness and familiarity about the operational and functional activities of public sector airline. The intellectual respondents identified were eighty. All the respondents have positively responded.

Interpretation of Data Analysis:

The data collected was edited, tabulated and statistically measured. The simple statistical techniques were applied. The Likert Five Point Scale was applied. The item wise data analysis was carried out and the inferences were drawn for both the primary data and secondary data.

Table – 01.

Primary Data Analysis:

The Table – 01 has indicated the item wise response pattern from the identified respondents. It was observed that the majority of the responses were positive. The respondents have stated their opinions on the various items tabulated. The energetic drivers of the employee engagement were found in some (marginal only) cases that have required the policy makers to focus more to reduce the research gap on the identified variables like recognition, motivation, communication, job satisfaction. It was found from the Table – 01 that the response pattern for the other variable dimensions is favorable like Utility, Energetic drivers, Job / Work itself, Career Growth, Organization Culture, Identification of Potentiality, Leadership Style, TQM practices, credibility of the Organization, and the Overall Productivity .

Inference: The vast majority of the respondents

have provided positive responses for the dimension variables tabulated. It found some small deviations in some variable dimensions which were negligible. The respondents have expressed that the airline management has adopted the best measures for further

improvement in those areas like recognition, motivation, communication and job satisfaction. The airline has taken the policy decisions keeping the interests of the entire employee engagement from a long term point of view of the organization.

| Questionnaire | | (Response Pattern: Percentage) | | | | |
|---------------|--|---------------------------------|-------------------------|-------------------------|-----------------------|------------------------------|
| SL NO | ITEMS | (5). Strongly Agree | (4). Mostly Agree | (3). Partly Agree | (2). Dis- agree | (1). Strongly Disagree |
| 01. | The utility of Case Study (as an educative corporate strategy) about the domestic public sector airline which has operated earlier successfully is useful to the new or existing entrepreneurs in the present airline market scenario | 71 | 10 | 14 | 03 | 02 |
| 02. | Recognition of talent / expertise, opportunities for career development, innovation and creativity are the positive drivers of employees to engage themselves. | 68 | 22 | 11 | 05 | 04 |
| 03. | The Energetic drivers of the employee engagement like - Dedication, Trust, Involvement, Commitment, Loyalty, Integrity, Sincerity, Participative Style, Strong Bonding between employee and employer fosters for involvement by the employees on a voluntary basis. | 84 | 09 | 02 | 03 | 02 |
| 04. | The Job / Work itself is a dominating factor for employee involvement. | 81 | 07 | 04 | 03 | 05 |
| 05. | The Career growth at a faster rate by recognition of talent is an expectation by the employees. | 92 | 07 | 03 | 00 | 00 |
| 06. | The well designed Organization Culture practices strongly impact the employability. | 73 | 14 | 06 | 02 | 05 |
| 07. | The Motivation policies and practices have strong reflection on employee engagement. | 64 | 11 | 06 | 09 | 10 |
| 08. | The participative Communication process has resulted in the psychological satisfaction of the employees. | 63 | 14 | 08 | 05 | 10 |
| 09. | Identification of Potentiality of Star Performers, Average Performers, Slow Performers and Dead Woods has strong impact on the employee engagement of high skilled talented workforce | 87 | 11 | 03 | 00 | 00 |
| 10. | The participative style of Leadership leads to healthy employee engagement. | 78 | 14 | 05 | 01 | 03 |
| 11. | The employability of workforce also results in Job satisfaction of the employees | 66 | 14 | 14 | 04 | 02 |

| | | | | | | |
|-----|---|----|----|----|----|----|
| 12. | The implementation of healthy Total Quality Management practices (TQM) results in enhancement of customer loyalty / customer satisfaction, both the internal and external customer. | 94 | 06 | 00 | 00 | 00 |
| 13. | The Fair treatment of the employees is a healthy sign for the long tenure of employee engagement. | 74 | 08 | 14 | 02 | 02 |
| 14. | The Quality of work of the committed workforce has a strong positive effect on the performance of the engaged employees and also on the overall organization. | 81 | 14 | 05 | 00 | 00 |
| 15. | The implementation of the employee engagement policies by the public sector airline has contributed for the enhancement of credibility and resulted in the overall Organizational Development . | 86 | 11 | 03 | 00 | 00 |
| 16. | The impact of the employee engagement on the overall Productivity of public sector airline was significant. | 77 | 13 | 08 | 02 | 00 |

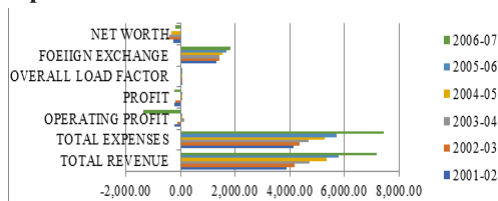
Secondary Data Analysis: Table 02 :

The Table 02 has indicated that the Financial Performance of the Indian Airlines from the year 2001-02 to 2006-07 in positive way except in the years 2001-02,2002-03 and 2006-07. It was due to an increase in total expenses when compared to an increase in total revenue. There was an increase in foreign exchange reserves. It was found that there was an improvement in Physical Performance during the period.

Inference: The Case Study has provided certain inputs related to the fluctuations in Financial Performance which were marginal only. There was continuous improvement in Physical Performance. The inputs provided were very useful in the present airline scenario also. The inputs of the airline related to the financial and physical performance up to the period of merger of Indian Airlines Limited with Air India Limited.

| POST OPEN SKY POLICY | | | | | | | | |
|--|---------|---------------|----------------|------------------|----------------|---------------------|------------------|-----------|
| TABLE 5.2.1. FINANCIAL(INRUPEES IN CRORE & PHYSICAL PERFORMANCE(IN %) | | | | | | | | |
| SL NO | YEAR | TOTAL REVENUE | TOTAL EXPENSES | OPERATING PROFIT | PROFIT | OVERALL LOAD FACTOR | FOEIIGN EXCHANGE | NET WORTH |
| 01 | 2001-02 | 3,877.29 | 4,124.04 | -220.65 | -246.75 | 62.9 | 1,320.90 | -255.44 |
| 02 | 2002-03 | 4,173.51 | 4,370.07 | -134.73 | -196.56 | 64.6 | 1,409.74 | -446.94 |
| 03 | 2003-04 | 4,725.67 | 4,677.50 | 125.1 | 48.17 | 65.8 | 1,414.30 | -399.05 |
| 04 | 2004-05 | 5,362.57 | 5,290.96 | 62.04 | 71.61 | 69.1 | 1,515.02 | -333.66 |
| 05 | 2005-06 | 5,788.82 | 5,725.82 | 75.81 | 63 | 71.6 | 1,691.08 | 43.4 |
| 06 | 2006-07 | 7,196.24 | 7,427.21 | -1384.16 | -230.97 | 73.1 | 1,821.63 | -196.89 |

Source: Annual Report: Indian Airlines Limited. 2006-07 - Graph-Figure:01



Observations/Findings & Conclusion:

It was observed that the case study about the Indian Airlines Limited could be utilized in the present airline market as an educative corporate strategy by the new as well as the existing entrepreneurs in the airline market. The item wise analysis of the operational terms has provided a certain positive response in this regard. The case study has provided the historical facts which have indicated the various strategies adopted by the public sector airline successfully. The most important strategies the airline has focused were the implementation of the best employee engagement policies to attract and retain the skilled people, implementation of attractive motivation policies, excellent Total Quality Management practices, assessment of performance of the staff at various levels on periodical basis to identify the Star Performers, Average Performers, Average Performers and Deadwoods. The people with low performance were sent to the refresher training sessions from time to time. The analysis of the secondary data has indicated the physical and financial performance of the airline organization. It was observed that there was improvement in physical performance. It was found that there were fluctuations in the financial performance

for some period which was marginal only. The airline has adopted various market driven development strategies to meet the competitive edge. The public sector airline has met various challenges / hurdles, and is able to retain its leadership position in the competitive dynamic airline market environmental scenario.

Discussion: The subject experts, professionals of the airline, academicians and other specialists expressed that the public sector airline has successfully operated. There were certain fluctuations in financial performance but deviations were marginal only. They observed that the airline has well defined clearly structured HR policies which have attracted the fresh / raw candidates as well as the existing employees. The airline has provided the opportunities for faster growth, implemented the best organization culture practices, implementation of productivity linked incentive system, initiation of service quality throughout the organization etc., which have boosted the morale of the employees. The airline has successfully been able to formulate its strategies even after the announcement and implementation of the open sky policy by the Government.

CONCLUSION:

The analysis of the case study has provided the various inputs which could be utilized by any airline organization besides the other organization also. It was also useful to fill the research gap, if any. The case study approach could be utilized by the corporate houses in its internal and external training situations; the analysis / interpretation of the case study was very useful to assess the decision making capabilities; the HR professionals could adopt the case study to assess the analytical, diagnostic, decision making skills of the people at the time of initial selection, or subsequent promotions. The case study was very useful to assess the performance of the candidates at the time of selection process of Management trainees. The case study analysis is also useful to the educational institutions, research institutions, and consultancy firms, and also provides multiple benefits to various interested persons or teams or groups. The case study is very useful for future research also.

FOOTNOTES:

- 01 Maimuna Muhammad Nda & Dr. Rashad Yazdani Fard,(2013), "THE IMPACT OF EMPLOYEE TRAINING AND DEVELOPMENT ON EMPLOYEE PRODUCTIVITY", Global Journal of Commerce and Management Perceptive, Limkokwing University of Creative

Technology. Cyberjaya, Malaysia. ISSN: 2319–7285, P.91.
<https://www.researchgate.net/publication/260219097>.

- 02 Sandhya Sridevi, M., (2010), “Employee Engagement: The Key to Improving Performance”, International Journal of Business and Management Vol. 5, No. 12.
- 03 David Zinger (2009), “MANAGEMENT GUIDE”.
<https://www.managementstudyguide.com/zinger-model-employee-engagement.htm>
- 04 Li Sun,(2019), “Employee Engagement: A Literature Review”, International Journal of Human Resource Studies ISSN 2162-3058 2019, Vol. 9, No. 1.
file:///C:/Users/DR%20VENUGOPAL/Downloads/Employee_Engagement_A_Literature_Review.pdf
- 05 Pratima Sarangi, & Bhagirathi Nayak, (2016), “Employee Engagement and Its Impact on Organizational Success – A Study in Manufacturing Company, India” IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 18, Issue 4. Ver. I (Apr. 2016), PP 52-57 www.iosrjournals.org
- 06 Arti Chandani, Mita Mehta, & Others(2016), “ Employee Engagement: A Review Paper on Factors Affecting Employee Engagement”, Indian Journal of Science and Technology, Vol 9(15), DOI: 10.17485/ijst/2016/v9i15/92145, April 2016 ISSN (Print) : 0974-6846 ISSN (Online) : 0974-5645. Symbiosis Institute of Management Studies (SIMS), Symbiosis International University
(SIU),[Employee_Engagement_A_Review_Paper_on_Factors_Affe.pdf](#)
- 07 Annual Report: Indian Airlines Limited. 2006-07



Employee Engagement Research: A Bibliometric review of the last decade (2012-2022)

Prof. Rachana Adtani

Faculty Member
ICFAI Business School, Pune

Dr. Saumya Misra

Associate Dean, SDCC & IBSAF Coordinator
ICFAI Business School, Pune

Abstract

Purpose – For the last decade, researchers have been exploring the shift in the landscape of employee engagement practices. Aim of the study is to provide a comprehensive analysis of global research trends in this field through a bibliometric review.

Design/methodology/approach – A total of 2135 papers from 2012 to 2022 were searched using the Scopus database. The analysis focused on the most productive journals, countries, authors, temporal distribution, authors' collaboration, the most cited publications and author keywords. The VOS viewer was used to visualize the scientific landscapes.

Findings – The results indicated a rapidly increasing trend of studies on employee engagement in the Human Resource Management International Digest (HRMID) with 51 articles. India has 423 research papers in the last decade on this topic. It is second to the United States which has 650 papers. Bakker has maximum articles with a total of 29 and dominates the list. His work focuses on employee engagement during demanding jobs, work pressure, challenges, burnout. The second most contributing author is Brad Shuck with 24 articles. His work emphasizes on antecedents and outcomes of employee engagement

Practical implications – The study provides a more comprehensive understanding of the changing dynamics of employee engagement practices and its impact on organization's performance and offers clues for further investigation in this field.

Originality/value – This paper explore employee engagement and its impact on organizations performance using quantitative

and visualized bibliometric analysis, over the last decade

Keywords - Employee engagement, Work life balance, Retention, Management, HR practices
Paper type - Bibliometric Review

1. Introduction

Research on employee engagement practices has shown that they can have a significant impact on organizational performance and employee outcomes. Studies have found that high levels of employee engagement are associated with lower turnover rates, higher customer satisfaction, and increased profitability.

Employee engagement practices refer to the strategies and activities that organizations use to increase employee motivation, commitment, and satisfaction. These can include things like regular communication, feedback, recognition and rewards, professional development opportunities, work-life balance initiatives, and a positive workplace culture. The goal of an organization is to create an environment where employees feel valued, supported, and connected to their work, which can ultimately lead to increased productivity, job satisfaction, and retention.

Every company should understand the potential of channelising on human dynamics and thereby working on it to improve employee engagement and subsequent bottom lines of the company. The importance of understanding this can be gauged from a recent report by Gallup that lack of employee engagement costs our world economy USD 7.8 trillion in lost productivity. This is nearly equal to 11% of

global GDP. The peak of employee engagement was observed in 2019 at 22% and has fallen since then due to a host of attributing factors such as the after effects of the pandemic, fast pace of change and competing employee distractions. The three smart tools in today's world- Connection, Power and Direction. These can be used to reverse this declining trend of employee engagement.

A committed and engaged employee is someone who is emotionally invested in their work and is committed to the goals and values of their organization. They feel a sense of ownership and responsibility for their work and take pride in achieving high-quality results. They are also committed to the success of their organization and are willing to go above and beyond their job duties to contribute to its success. An employee who is committed is likely to display stickiness to the organization, regular contributions to creating a positive culture and a higher productivity. They are also more likely to be proactive in solving problems and identifying opportunities for improvement

Post pandemic has introduced an aggravated sense of work ambiguities, workplace anxiety and adjustment issues. However the key area continues to be enhancing employee engagement. A strong and healthy relationship between employers and the new age workforce, called millennials is extremely important.

The millennials crave for freedom to express themselves, a space for using their creativity and working in an environment filled up with an intelligent workforce. They do not attach importance to older ways of working - fixed time schedules, formal attire and a strict hierarchy. In fact they prefer a flat organizational culture.

Trusting employees' decisions and their integrity, along with an open two way communication is crucial, to build employee engagement. Ideally, there should be a strong attachment that employees feel

towards their employers and the vision and mission of the company, at large . This is referred to as a psychological contract.

2. Review of Literature

Some studies show that the level of employee involvement in organizational goals or a company is still shallow worldwide (Akter et al., 2022; Bashir et al., 2022; Chaudhary et al., 2022; Eniola, 2022; Grubert et al., 2022; Hammon et al., 2022; Han et al., 2022; Prentice, 2022). According to recent research, an employee engagement framework was established describing the relationship between leader, team, perceived organizational support, and organizational culture which was mediated by employee motivation (Al Mehrzi & Singh, 2016). "There is a positive and significant direct influence of leadership, organizational Culture, work motivation and job satisfaction on the employee performance." (Arif, 2019).

As can be observed in this paper, employee engagement is an essential issue in management. However, there are still no authoritative standards and there is a big difference in theories, factors influencing employee engagement and the outcomes of the same. This article attempts to review and summarize the results of previous research on employee engagement practices.

Employee engagement can be measured using different scales. There are currently multiple conceptualisations and estimations of employee engagement in today's dynamic and competitive environment (Gupta & Sharma, 2018). The problem of low employee engagement and its negative impact on business results has also attracted the attention of academics. Several articles that use employee engagement as the basis of their research include (Erwin et al., 2019; Mkheimer & Mjlae, 2020; Ostrowski, 2017; Sharma & Garg, 2017; Wang, 2016), which found that organizational engagement climate is positively linked to human resources. The more the employee will

engage, higher will be their productivity and consequently a higher profitability for the company.

As per the study conducted on employees in the sugar industry in South Africa by Moletsane in 2019, there was a significant relationship between employee engagement and their productivity. Job satisfaction enhancement and inculcating a sense of pride in the company and increasing employee engagement is essential; to improve employee productivity. The leadership of the organization could achieve this by devising suitable HR practices that encourage interaction between employees and between them and the company, employee communication, and improving their workplace environments.

Additionally, a study on employee engagement and its impact on productivity by Patro, 2013 has found that high levels of employee engagement will lead to an enhanced employee commitment and more involvement towards their work. This would create a motivated workforce that will work together to create a synergy, thereby working towards achieving the common goals of the organization. In today's environment employee retention is essential and this would stem from their level of engagement with the company and levels of commitment. Acquiring a skilled workforce is just not enough to sustain and prosper.

There have been several recent studies on employee engagement, highlighting the ongoing importance of this topic for organizations. Some key findings include:

1. A 2021 survey by Gallup found that employee engagement has remained relatively stable since the start of the COVID-19 pandemic, despite the significant disruption to work routines and increased stress for many employees. However, there are still significant differences in engagement levels across industries and demographic groups.

2. A 2021 study published in the Journal of Business and Psychology found that employees who feel a sense of "psychological safety" in their workplace, meaning they feel free to speak up, take risks, and share ideas without fear of negative consequences, are more likely to be engaged and to stay with their current employer.
3. A 2020 study published in the International Journal of Business and Management found that leadership plays a pivotal role in enhancing employee engagement. Managers who are supportive by nature, communicative and focused on employee development will be more likely to have an engaged team.
4. A 2021 report by McKinsey & Company found that companies that prioritize employee well-being and engagement are more likely to have a competitive advantage, with engaged employees being more productive, innovative, and resilient.

To get a complete understanding of employee engagement a bibliometric review was conducted. Bibliometric analysis is a popular and trusted method for exploring and analyzing large amounts of scientific data (AU - AIRyalat et al., 2019; Donthu et al., 2021). Bibliometric indicators are calculated over some time and generally use two approaches - number of publications, an indicator that measures productivity, and the number of citations. This indicator measures the impact of the articles produced (Donthu et al., 2021, Effendy et al., 2021).

3 Bibliometric Analysis

3.1 Data Collection

To accomplish bibliometric research objectives Scopus database was used. Initial search with keyword employee engagement resulted in 3110 articles. To get more focused results, selection criteria were applied which resulted in 2535 articles.

Inclusion criteria encompassed research articles in the English language from peer-reviewed journals, published from 2012 to 2022 in Scopus databases. The exclusion criteria was that articles from conference proceedings, workshops, editorials were eliminated.

3.1 Research Growth

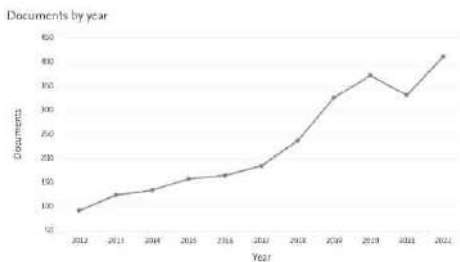


Figure 1: shows year wise total number of publications in Scopus on the topic of employee engagement. It is interesting to observe that the publications increased exponentially since 2017 till it reached the highest number of publications of 372 articles in 2020. Clearly emphasizing that there is a tremendous growth in the area in the last 5 years as it is a critical factor for performance, productivity, sustainability, but a dip in 2021 might be because of transitioning to a new normal post pandemic. Again increment in 2022 highlights importance of the area with addition of new dimensions like work life balance, emotional wellbeing. Psychological empowerment, leadership, learnings of covid 19, remote work.

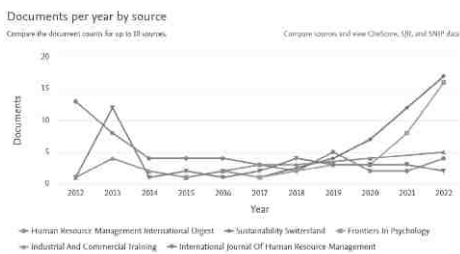


Figure 2, shows top 5 extracted sources or journals from Scopus which are publishing most articles in the area of employee engagement. The most popular journal is

Human resource management international digest(HRMID) with 51 articles. HRMID articles are presented in an easy to understand format for human resource managers and researchers to gain a quick insight into the main issues impacting organizations today. Followed some distance behind by Sustainability Switzerland with 43 articles. Furthermore, it is interesting to note these journals are maintaining top positions in Scopus database which is considered to be very selective in its indexing policy and considers only the very high quality, peer reviewed journals and is one of the most widely used database

3.3 Top Authors

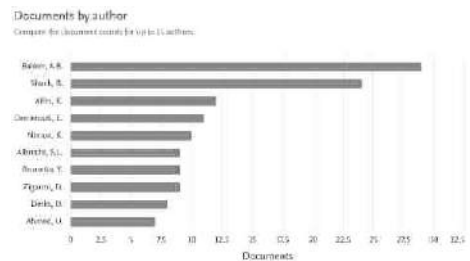


Figure 3, illustrates the top contributing authors in the area of employee engagement. Arnold B. Bakker has maximum articles with a total of 29 and dominates the list. His work focuses on employee engagement during demanding jobs , work pressure, challenges, burnout. The second most contributing author is Brad Shuck with 24 articles. His work emphasizes on antecedents and outcomes of employee engagement .

3.4 Top contributing Countries

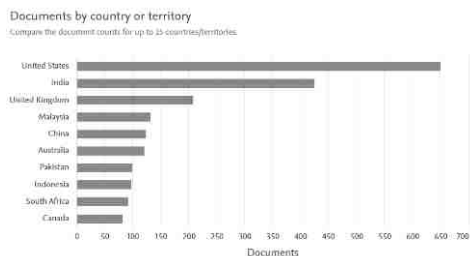


Figure 4, presents the top 10 most productive countries in terms of the number of publications, from the extracted data of Scopus. The top country which is hugely contributing to work on employee engagement is the United States of America with 650 articles, followed by India with 423 articles. There is a substantial difference between these top two countries indicating that there is scope for future research in the area of employee engagement regarding various countries' specific context.

Most cited paper USA

| Title | Author | Citation |
|--|---|----------|
| Expressed humility in organizations: Implications for performance, teams, and leadership | Owens B.P., Johnson M.D., Mitchell T.R. | 382 |
| Customer loyalty: A review and future directions with a special focus on the hospitality industry | Kandampully J., Zhang T.C., Bilehami A. | 291 |
| Job Burnout and Employee Engagement: A Meta-Analytic Examination of Construct Proliferation | Cole M.S., Walter F., Bedeian A.G., O'Boyle E.H. | 264 |
| Linking LMX, innovative work behaviour and turnover intentions: The mediating role of work engagement | Agarwal U.A., Datta S., Blake-Beard S., Bhargava S. | 255 |
| Engagement in Environmental Behaviors Among Supply Chain Management Employees: An Organizational Support Theoretical Perspective | Cantor D.E., Morrow P.C., Montabon F. | 203 |

Most cited paper India

| Title | Author | Citation |
|---|---|----------|
| Determinants of employee engagement and their impact on employee performance | J. A. | 341 |
| Linking LMX, innovative work behaviour and turnover intentions: The mediating role of work engagement | Agarwal U.A., Datta S., Blake-Beard S., Bhargava S. | 255 |
| Mediator analysis of employee engagement: Role of perceived organizational support, p-o fit, organizational commitment and job satisfaction | Bhawas S., Bhatnagar J. | 132 |
| Job involvement, organizational commitment, professional commitment, and team commitment | Singh A., Gupta D. | 89 |
| Impact of performance appraisal justice on employee engagement: A study of Indian professionals | Gupta V., Kumar S. | 87 |

3.5 Discipline/Subject wise analysis

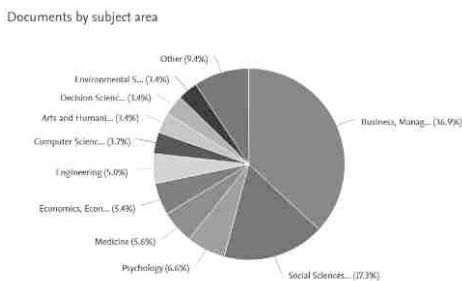
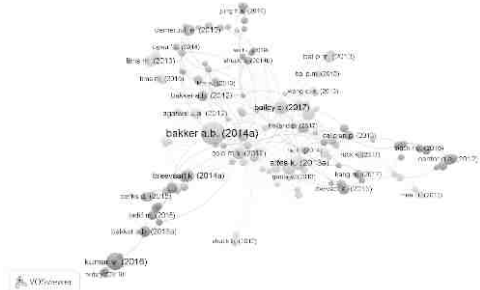


Figure 5, shows classification of articles based on subject areas. The highest number

of published articles are in Business, Management followed by Social sciences. Furthermore it is observed from figure that these two areas constitute more than 50% of total contributions

3.6 Co-Citation analysis

Figure 6 shows the output of Vosviewer software of 605 files after eliminating papers that were not co-cited or which did not have reference links, clearly providing information regarding popular research papers, core contribution in the area of employee engagement and different branches represented by authors having different perspectives on employee engagement.



Co-citation analysis. Figure 6, indicates the clustered network of the 19 most frequently cited publications. Publication size indicates number of citations received, which is biggest for Bakker A. B. A cluster is a set of strongly connected publications in terms of co-citation relations. The biggest cluster indicates had the following associated key research terms: stress, job demand, burnout and employee wellbeing.

3.7 Keyword analysis

Figure 7: Keyword analysis of most cited 200 papers are highlighted in word cloud.



The keyword analysis shows that employee engagement, organizational, leadership, work are some of the prominent factors that are widely present in employee engagement research.

4. Discussion

Recent studies on employee engagement have explored a variety of topics, including the impact of remote work on engagement, the importance of inclusive workplaces, and the role of technology in fostering engagement.

Remote work can negatively impact engagement: A study by Gallup found that employees who work remotely are slightly less engaged than those who work on-site. However, the study also found that engagement levels can be maintained or even improved with the right management practices, such as regular communication and opportunities for collaboration.

Inclusion is critical for engagement: A report by Deloitte found that employees who feel included and valued in the workplace are more likely to be engaged. Inclusive practices include things like actively seeking out diverse perspectives, creating a culture of respect and belonging, and providing equal opportunities for career advancement.

Technology can support engagement: A study by Harvard Business Review found that technology can play a key role in fostering engagement, particularly for remote workers. For example, using video conferencing for team meetings and virtual social events can help employees feel more connected and supported.

These studies suggest that engagement is a complex issue that is influenced by a variety of factors, including the work environment, leadership practices, and technology. Organizations that prioritize engagement and adapt to the changing needs of their employees are more likely to see positive outcomes in terms of productivity, job satisfaction, and retention.

There is a significant body of literature on employee engagement that highlights its importance for organizational success. Studies have shown that engaged employees are more productive, innovative, and loyal, leading to improved organizational performance and increased profitability.

Moreover, there is a growing recognition that employee engagement is not just a "nice to have" but rather a critical factor for business sustainability in the modern era. Hence, organizations that prioritize employee engagement are likely to enjoy numerous benefits, including improved employee satisfaction, better customer experiences, and increased profitability.

Research on employee engagement practices has found that organizations that invest in these practices tend to have higher levels of employee satisfaction, retention, and productivity. Some specific findings include:

- Regular communication and feedback can improve employee engagement by providing clarity around job expectations, addressing concerns, and creating a sense of connection to the organization.
- Recognition and rewards programs can increase motivation and job satisfaction, especially when they are tied to specific goals or behaviours.
- Professional development opportunities can contribute to employee engagement by helping employees develop new skills, feel more confident in their work, and see a clear path for career growth.
- Work-life balance initiatives, such as flexible scheduling or remote work options, can improve employee well-being and reduce burnout, which can in turn increase engagement.

It was also shown through most cited Indian research that the focus areas should be a conducive working environment and team and co-worker relationship as they have shown significantly higher impact on employee engagement and hence employee

performance. Organizations should focus on presenting a great working environment for employees and promote HR practices that would enhance peer relationships. It was also concluded that when there was a fitment between individual values and organizational norms, employees are handed over important roles and are trusted and made to feel more empowered. A high level of employee engagement reflects a greater trust and a high level of employee commitment.

Findings also bring out that there is a decline in job involvement, normative organizational commitment, affective organizational commitment as well as an increase in professional commitment in the millennial workforce. Organizations need to take this into consideration while designing

HR policies for employees' engagement.

When taking a look at US based researches, companies are advocated to create an emotionally engaged and committed workforce by focusing on key areas such as customer engagement, brand citizenship behaviors, mass personalization, employee engagement, brand ambassadors, and a strong rapport between customers and employees. Studies have also shown that companies react to negative employee behavior by increasing their investment in employee-related CSR- work-life balance benefits, health and safety policies. Employee CSR will help companies motivate and engage their employees. Hence, companies may find it suitable to design and implement effective employee related CSR practices.

CONCLUSION

India is contributing actively for research on employee engagement with its 423 research papers in the last decade on this area. It is second to the United States which has 650 papers. Bakker has maximum articles with a total of 29 and dominates the list. His work focuses on employee engagement during demanding jobs, work pressure, challenges, burnout. The second most contributing author is Brad Shuck with 24 articles. His work emphasizes on antecedents and outcomes of employee engagement. Furthermore, these insights can help upcoming researchers in understanding the research on employee engagement, research gap and top contributors.

Increasing employee turnover rates have necessitated the formulation and implementation of effective HR strategies to engage employees. The organization should work on ways to identify the "intend to stay" type of employee and hence be able to invest its resources in the right employees

REFERENCES

- Ahmad, N., Ullah, Z., AIDhaen, E., Han, H., & Scholz, M. (2022). A CSR perspective to foster employee creativity in the banking sector: The role of work engagement and psychological safety. *Journal of Retailing and Consumer Services*, 67, 102968.
- Akter, H., Ahmed, W., Sentosa, I., & Hizam, S. M. (2022). Crafting employee engagement through talent management practices in telecom sector. *SA Journal of Human Resource Management*, 20, 11
- AlRyalat, S. A. S., Malkawi, L. W., & Momani, S. M. (2019). Comparing bibliometric analysis using PubMed, Scopus, and Web of Science databases. *JoVE (Journal of Visualized Experiments)*, (152), e58494.
- Arif, S., Zainudin, H. K., & Hamid, A. (2019). Influence of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction of Performance Principles of Senior High School in

Medan City. Budapest International Research and Critics Institute-Journal (BIRCI-Journal), 2(4), 239-254.

- Bashir, M., Wright, B. E., & Hassan, S. (2022). The interactive influence of public service motivation, perceived reward equity, and prosocial impact on employee engagement: a panel study in Pakistan. *Public Management Review*, 1-25.
- Chaudhary, V., Mohanty, S., Malik, P., Mary, A. A. S., Maroor, J. P., & Nomani, M. Z. M. (2022). Factors affecting virtual employee engagement in India during Covid-19. *Materials Today: Proceedings*, 51, 571-575.
- Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of Business Research*, 133, 285-296.
- Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of Business Research*, 133, 285-296.
- Effendi, D. N., Anggraini, W., Jatmiko, A., Rahmayanti, H., Ichsan, I. Z., & Rahman, M. M. (2021, February). Bibliometric analysis of scientific literacy using VOS viewer: Analysis of science education. In *Journal of Physics: Conference Series* (Vol. 1796, No. 1, p. 012096). IOP Publishing.
- Eniola, O. E. (2022). Employee Engagement Outlooks in the Era of COVID-19: Implications for Human Resource Management. *International Journal of Human Resource Studies*, 12(1), 7191-7191.
- Erwin, S., Rahmat, S. T. Y., Angga, N. D., & Semerdanta, P. (2019). Transformational leadership style and work life balance: The effect on employee satisfaction through employee engagement. *Russian Journal of Agricultural and Socio-Economic Sciences*, 91(7), 310-318.
- Grubert, T., Steuber, J., & Meynhardt, T. (2022). Engagement at a higher level: The effects of public value on employee engagement, the organization, and society. *Current Psychology*, 1-19.
- Gupta, N., & Sharma, V. (2018). Relationship between leader member exchange (LMX), high-involvement HRP and employee resilience on extra-role performance: Mediating role of employee engagement. *Journal of Indian Business Research*, 10(2), 126-150.
- Hammon, S. D., Gillis, W. E., & Icenogle, M. L. (2022). From social responsibility to employee engagement: evidence from the public sector. *Journal of Management and Governance*, 1-25.
- Mkheimer, I., & Mjlae, S. A. (2020). Factors of employee engagement and organizational development: Are they linked. *International Journal of Recent Technology... academia. edu*. https://www.academia.edu/download/62454102/Factors_of_Employee_Engagement_and_Organisational_Development_Are_they_Linked20200323-46683-h3icub.pdf.
- Mazzetti G, Schaufeli WB (2022) The impact of engaging leadership on employee engagement and team effectiveness: A longitudinal, multi-level study on the mediating role of personal- and team resources. *PLoS ONE* 17(6): e0269433. <https://doi.org/10.1371/journal.Pone.0269433>
- McKinsey & Company. (2022, November 4). Present company included: Prioritizing Mental Health and well-being for all. McKinsey & Company. Retrieved February 20, 2023, from <https://www.mckinsey.com/mhi/our-insights/present-company-included-prioritizing-mental-health-and-well-being-for-all>

- Moletsane, M., Tefera, O., & Migiro, S. (2019). The relationship between employee engagement and organisational productivity of sugar industry in South Africa : The Employees' Perspective. *African Journal of Business and Economic Research*, 14(1), 113–134. <https://doi.org/10.31920/1750-4562/2019/v14n1a6>
- Ostrowski, D. (2017). Assessment of employee engagement in the implementation of an employee suggestion program in company X–Research results. *Economic and Environmental Studies*, 17(4 (44)), 985-1002.
- Patro, C. S. (2013, December). The impact of employee engagement on organization's productivity. In 2nd international conference on managing human resources at the workplace (Vol. 1, pp. 1-9)
- Pendell, R. (2023, February 15). The world's \$7.8 Trillion workplace problem. Gallup.com. Retrieved February 17, 2023, from <https://www.gallup.com/workplace/393497/world-trillion-workplace-problem.aspx>
- Prentice, S. B. (2022). Job Satisfaction or Employee Engagement: Regardless of Which Comes First, Supportive Leadership Improves Them Both. *Advances in Developing Human Resources*, 24(4), 275-285.
- Roussin, C.J., Webber, S.S. Impact of Organizational Identification and Psychological Safety on Initial Perceptions of Coworker Trustworthiness. *J Bus Psychol* 27, 317–329 (2012). <https://doi.org/10.1007/s10869-011-9245-2>
- Sharma, N., & Garg, P. (2017). Psychological contract and psychological empowerment as employee engagement drivers in Indian IT sector. *International Journal of Applied Business and Economic Research*, 15(1).
- Singh, N. A. M. S. K. (2016). To cite this document: Nada Al Mehrzi Sanjay Kumar Singh,(2016)," Competing through employee engagement: a proposed framework", *International Journal of Productivity and Performance Management*, Vol. 65 Iss 6 pp. 831-843. *Management*, 65(6), 831-843.
- Sodikin, M., Fachrunnisa, O., & Niati, A. (2021). Towards Spiritual Wellbeing in Organization: Linking Ihsan Achievement Oriented Leadership and Knowledge Sharing Behaviour. In *Complex, Intelligent and Software Intensive Systems: Proceedings of the 15th International Conference on Complex, Intelligent and Software Intensive Systems (CISIS-2021)* (pp. 455-463). Springer International Publishing
- Wang, J. (2016). The antecedents of employee engagement: A comparative analysis between Finland and Asia.



Employee Engagement Driven by AI and ML and Mediated by Progressive Work Practices - An IT Industry Perspective

Ms. Pooja J

MBA Student, VIT University,
Business School, Chennai, Tamil Nadu, India

Dr. L R K Krishnan

Professor, VIT University, Business School,
Chennai, Tamil Nadu, India

ABSTRACT

An effort through this study has been made to understand the elements that drive employee engagement, job satisfaction and motivation in an organization based on evolutionary work practices. The study is qualitative and descriptive in nature and has focused on IT organizations based out of Chennai, India. Various scholarly literature was studied to understand the implications of employee productivity, collaborative work culture, improving communication, removal of human error and bias on employee engagement in a progressive work environment. The Employee engagement trends were looked at to draw a conclusive framework based on existing literature. The underline trend in the industry dealing with knowledge workers is that AI and ML technologies are driving progressive work practices, by automating repetitive tasks, providing real-time feedback and improving decision-making, leading to employee work-life balance, job satisfaction and employee retention. The scholarly conversations collaborate with our understanding on the subject of employee engagement, having a substantial impact owing to the use of disruptive technologies supported by HR analytics in the IT industry propelling superior performance and growth.

KEYWORD

HR Analytics, Job satisfaction, Motivation, Performance, Productivity.

INTRODUCTION

Disruptive technologies are changing work

practices, the world of work and consequently having a profound impact on employee behavior. Path-breaking and cutting-edge technologies are shaping new work practices which are having a direct bearing on employee up skilling. With the help of new-generation tools employee productivity is seeing sharp productivity resulting in job satisfaction and employee engagement. Artificial intelligence (AI) is challenging the foundations of businesses and restructuring the way people work globally (Murray, 2015). Artificial intelligence and employee involvement together promote intellectual stimulation. By integrating human expertise and innovative AI-powered technology, valuable insights can be derived to drive organizational growth effectively. The automation of activities can enable organizations to improve performance by reducing errors, improving quality, speed, and in some cases achieving outcomes that go beyond human capabilities (Satabda et al.,2022).

The crucial element that significantly affects a company's performance is employee engagement. Research shows that organizations with a high level of employee engagement are 43% more productive. (Hater et al.,202). Leveraging advanced algorithms and machine learning can help organizations gain insights into what drives employee motivation and satisfaction, and design targeted strategies to improve engagement and retention. According to a study by Deloitte, organizations that use machine learning to analyze employee data are twice as likely to improve employee engagement, and three times as likely to achieve

strong business performance compared to those that do not. As such, machine learning is rapidly emerging as a powerful tool for organizational development, driving significant benefits for both employees and businesses alike.

The practical implementation of AI in HR concerns poses a variety of possibilities, there is a higher potential for humans to be deployed – and replace machines (AI) – in tasks that require mechanical and analytical intelligence, unlimited potential in tasks that require intuitive or empathetic intelligence. Robotics is an emerging technology that has the potential to amplify employee engagement. Digital communication technologies are transforming the way employees connect with each other and with the organization. Robots operate through a variety of different protocols, making it possible for humans and robots to collaborate effectively (Poorani and Krishnan, 2021). Robotics has become increasingly prevalent in the workplace, and its potential applications in employee engagement are being explored.

The emergence of contemporary AI technologies has brought forth novel digital advancements that facilitate the customization of both internal and external communication strategies, with this capability, employee queries can be promptly addressed, talent can be nurtured and managed, productivity and performance can be monitored in real-time. (Mattos et al.,2022).

HR analytics has a great potential to leverage employee engagement, by analyzing data on employee behavior, attitudes, and performance organizations can gain insights into what drives employee engagement and what interventions can be taken to improve it. With the help of AI technology, managers can now easily and clearly monitor the condition and movement of employees' daily feelings with better confidence about what factors directly and greatly affect the performance of the business (Sari et al,2020). AI-based solutions recognize trends in employee behavior in hybrid work mode, leading to the collection of meaningful data. Utilizing data-driven insights and conducting sentiment analysis, it serves as a

clear indicator of the existing levels of employee engagement and provides guidance of taking further steps for improving employee engagement in the future. (Chen et al.,2021).

In the IT sector, where talent is in high demand and competition is fierce, engaging employees is essential, AI can help organizations engage their employees more effectively by providing personalized recommendations, improving communication, automating tedious tasks and providing real-time feedback. Engaged employees who feel committed to their work and experience higher job satisfaction are more likely to stay with their organization over the long term. Artificial intelligence (AI) helps in retaining employees, providing them better work-life balance through customized scheduling which increases the organization's productivity and motivates the employees to work in a challenging environment (Sashreek and Krishnan,2022).

AI can play a significant role in man-machine collaboration, as it can augment and enhance the capabilities of humans, and enable them to perform tasks more efficiently and effectively. The use of AI in man-machine collaboration can improve productivity, efficiency, and the overall quality of work. AI-powered tools can help humans to make better decisions, optimize processes, and achieve greater levels of productivity (Yu et al.,2021) AI imitates cognitive functions that allow machines to make more human-like decisions.

AI-backed technology in employee engagement initiates human experience by incorporating innovation and providing valuable insights for successful organizational development. AI continues to evolve, it has the potential to enable humans and machines to collaborate more effectively and achieve new levels of innovation and creativity.

REVIEW OF LITERATURE

Employee engagement refers to the level of commitment, dedication, and enthusiasm employees have towards their work and the organization. According to Gallup survey business organizations with high level of

employee engagement has an 83% chance of performing above the company median. Engaged employees are those who feel passionate about their work, enjoy their job, and are willing to contribute an extra mile to achieve organizational success. Advances in Artificial Intelligence (AI), have introduced new ways to engage employees in the organization. This literature review aims to explore the current research on employee engagement using AI.

Li et al., (2020) investigated the use of AI in employee engagement by developing an automated intelligent system integrated with AI algorithms to provide personalized recommendations for employee engagement. AI in employee engagement provides automated and personalized rewards and recognition systems to improve employee engagement and motivation Bajaj and Choudhury (2021).

Predictive analysis is an important tool used in employee engagement to predict future trends in employee engagement. A review of predictive analytics by Robison and Reilly (2020) discusses how predictive models can be used to identify which employees are at risk of leaving and aids to design interventions to improve engagement and retention. Predictive analytics is enabled with forecasting the risk of disengaged employees Eppinger et al.,(2019) discuss how machine learning algorithms can be used to identify patterns in data and predict future outcomes, such as changes in engagement levels.

Sentiment analysis involves the use of NLP techniques to identify and extract subjective information from text data, such as opinions, attitudes, and emotions. Fan et al., (2017) study explored the tone of employee comments and topics in online forums with the use of NLP techniques to analyze factors that contribute to employee engagement. Peng et al., (2021) study used sentiment analysis and topic modeling to identify common themes and topics related to employee engagement such as work-life balance, job satisfaction, and career development were important predictors of employee engagement and retention. NLP

techniques to analyze employee feedback data, employees who expressed positive sentiments about their work and colleagues were more engaged and less likely to leave the company Kolyshkin et al., (2021)

Behavioral mapping is used to observe and analyze human behavior and interactions within a specific context to employee engagement. The use of AI-based platforms assists in mapping employee behaviors such as body posture, tone of voice, response time, and identifies patterns associated with high and low levels of engagement. Shah et al., (2018) study found that employees who exhibited positive behavior were more engaged and performed better. A study by Lee et al., (2019) explored the use of AI-powered behavioral mapping to improve employee engagement in the IT sector, the study found that AI-based systems could provide accurate and comprehensive understanding of employee behavior compared to traditional methods.

Communication and personal development are areas of focus within the realm of psychology, the major technique utilized in this field is known as Neuro-Linguistic Programming (NLP). Burke et al.,(2018) used a text-mining tool to analyze the language used in employee engagement surveys and identified patterns of language, the study found that employees who used more positive language were more engaged. Another study by Hajdúk et al., (2021) used NLP to analyze employee feedback in a software development company, the study used sentiment analysis to identify the emotional tone of the feedback and found that employees who provided positive feedback were more engaged and satisfied with their jobs.

Chatbots have emerged as a popular tool for enhancing employee engagement. Rajagopalan et al.,(2020) study in a large IT organization found that Chatbot can improve employee engagement by providing personalized support, reducing workload, and increasing employee satisfaction, by answering frequent questions. Chen et al., (2021) Chatbots could improve employee engagement by providing real-time feedback, offering personalized solutions, and

reducing response time.

Data-driven insights through HR analytics help to identify the factors that drive employee engagement and develop targeted interventions to improve engagement levels. Karmakar et al., (2002) study examines various approaches to HR analytics, including predictive analytics, prescriptive analytics, and descriptive analytics, and discussed their potential for improving employee engagement. Rastogi et al.,(2020)study examines the effectiveness of HR analytics initiatives and identifies key success factors in improving employee engagement.

Alam et al.,(2021) study used a supervised learning approach to train a deep neural network using data from employee surveys and other HR metrics. The results suggest that the deep learning model can predict employee engagement with high accuracy. Liu et al.,(2021)study used (RNN) to analyze employee survey data and predict future levels of engagement. The results suggest that the RNN model is capable of capturing the temporal dynamics of employee engagement, predicting future trends with high accuracy.

Augmented Reality (AR), Virtual Reality (VR), and Mixed Reality (MR) are innovative technologies that offer new possibilities for enhancing employee engagement by providing more engaging and interactive training experiences, improving communication and collaboration, and enhancing overall job satisfaction. Martin et al.,(2019) study implemented a VR training program to provide an immersive learning experience, the results suggested that VR can improve employee engagement and retention by providing more engaging and interactive training experience. Van et al.,(2020)study on the use of AR suggests that the use of AR can improve employee engagement by providing immediate and actionable feedback. Banfield et al.,(2020) study on the use of MR to improve employee engagement in the context of remote work, resulted that the use of MR can improve employee engagement by enhancing the sense of connection and collaboration among remote

workers.

AI revolutionizes performance management by automating routine tasks, providing real-time insights, and facilitating personalized learning and development opportunities for employees. With the help of AI, organizations can set more realistic and achievable goals, design jobs that align with employees' skills and interests, and enrich jobs by providing opportunities for growth and development. AI improves team collaboration and optimizes workforce deployment, enabling organizations to make data-driven decisions that enhance employee engagement. AI promotes better leadership behavior by providing real-time feedback and insights to managers, helping them to identify areas for improvement and better support their teams.

A study by Saran et al., (2021) found that AI can enhance employee productivity by automating routine tasks, providing personalized recommendations, providing real-time feedback and improving the decision-making of employee activities. Artificial Intelligence (AI) has emerged as a promising tool for enhancing collaborative work culture. Ali and Khan (2020) study found that AI can promote collaborative work culture by facilitating communication, promoting knowledge sharing, and providing personalized recommendations. A study by Shrivastava et al.,(2021) study found that AI has the potential to improve the culture of collaborative work by encouraging the exchange of knowledge, making communication more efficient, and enhancing the quality of decision-making processes. Effective communication is critical for organizational success, and Artificial Intelligence (AI) has emerged as a promising tool for improving employee communication. A study by Gao et al., (2021) found that AI-powered tools such as virtual assistants and voice-enabled devices could improve communication and collaboration among employees.

Artificial Intelligence can minimize errors made by humans in the realm of employee engagement. A review by Kim, H., and Lee, J.

(2021) highlights the potential benefits of AI in eliminating human errors. The study suggests that AI can reduce errors by automating repetitive tasks, providing personalized feedback, and improving decision-making.

AI perpetuates and amplifies bias in employee engagement, leading to unequal opportunities and discrimination. Caliskan-Islam et al., (2016) study suggests that AI can reduce bias and enhance employee engagement by improving data quality, increasing transparency, and incorporating diverse perspectives. AI can reduce bias in employee engagement by providing objective feedback, reducing the impact of unconscious biases, and avoiding stereotypes Wang et al., (2019).

AI can help organizations understand the reasons behind employee turnover, identify the factors that affect employee engagement, and provide personalized solutions to address them Sahoo et al.,(2020). AI tools can help in analyzing employee data to identify patterns and trends, which can be used to develop targeted retention strategies Yeboah-Boateng et al., (2021).

In summary, the review suggests that the use of chatbots, behavioral mapping, predictive analytics, machine learning algorithms, natural language processing, and other AI technologies can help organizations gain insights into their employees' needs, preferences, and behaviors responding to them in a more personalized and effective way thereby increasing employee engagement and retention rate.

AI TOOLS FOR EMPLOYEE ENGAGEMENT

A) PREDICTIVE ANALYSIS

Predictive analysis using AI is applied in employee engagement to analyze historical data related to employee behavior, attitudes, performance, and make predictions about future outcomes. Predictive analysis working process involves- Data collection: Collecting data on various aspects of employee engagement, such as employee satisfaction surveys, feedback, performance data, and other

relevant metrics. Feature selection: Identifying the most relevant features or variables that may affect employee engagement, such as compensation, benefits, work-life balance, and job satisfaction. Model selection: Choosing the appropriate machine learning algorithm that can best predict employee engagement outcomes based on the selected features. Model training: This involves feeding the model with input data and desired output data (such as high or low engagement levels) and adjusting its parameters to optimize its predictive accuracy. Model evaluation: Evaluating the model's performance by comparing its predicted outcomes with the actual outcomes, using metrics such as accuracy, precision, recall, and F1 score. Model deployment: Once the model has been trained and evaluated, it can be deployed in a real-world setting to predict future employee engagement outcomes and provide actionable insights to organizations. Zhang et al.,(2019)study

involves Predictive modeling for employee engagement using machine learning algorithms, the results suggest that machine learning algorithms can effectively predict employee engagement levels and identify key factors that influence engagement.

B) NATURAL LANGUAGE PROCESSING

NLP can be used to analyze and understand employee feedback, sentiments, and emotions expressed through written or spoken language. A study by

Matt Krumrie (2020) discusses how NLP can be used to analyze employee engagement surveys and provide more meaningful insights. NLP working process involves- Data collection: Collect textual data from various sources such as employee surveys, emails, chat logs, social media, and customer feedback. Sentiment analysis: Sentiment analysis identifies areas where employees are dissatisfied or areas where they are particularly happy. Emotion analysis: Emotion analysis identifies areas where employees are experiencing high levels of stress or emotional distress. Topic modeling:

NLP techniques are used to identify the key topics that employees are talking about. This could include topics such as work-life balance, job satisfaction, and career growth. Entity recognition: Use NLP techniques to identify entities such as people, organizations, and locations mentioned in the text data. This can help to identify the context in which certain topics or sentiments are being discussed. Feedback generation: This addresses issues related to employee engagement and improves the overall employee experience

C) BEHAVIORAL MAPPING

Behavioral mapping using AI involves analyzing employee behavior patterns to gain insights into their engagement levels, productivity, and overall performance. The working process involves- Data collection: Collect data on employee behavior, such as time spent on tasks, frequency of communication with colleagues, and use of software tools. Data pre-processing: This may involve handling missing values, dealing with outliers, and normalizing the data. Feature selection: Identify the most important features that may affect employee engagement. This could include factors such as task completion rate, communication frequency, and software tool usage. Model selection: Choose the appropriate machine learning algorithm, this could be a regression model, classification model, or clustering model, depending on the type of prediction needed. Model training: Train the machine learning model on historical data to learn patterns and relationships between the input features and the outcome of interest (e.g., high or low employee engagement). Behavioral mapping: This helps to identify highly engaged employees and those who are at risk of disengagement. A review by Bruck (2019) study uses behavioral mapping to identify the behaviors of high-performing employees, by understanding what makes these employees successful, organizations can work to replicate these behaviors across the workforce.

D) NEURO LINGUISTIC

PROGRAMMING

Neuro-Linguistic Programming is a methodological approach of comprehending human conduct, communication, and individual growth within the field of psychology. When combined with AI, NLP can be used to improve employee engagement by analyzing language patterns and nonverbal communication. Longenecker et al.,(2007) study explains the potential of neuro-linguistic programming techniques in leadership development and employee engagement. Working process of NPL involves- Collection of data, language pattern analysis: Use NLP techniques to analyze language patterns, such as the use of specific words or phrases, to identify underlying beliefs, values, and attitudes. Nonverbal communication analysis: Use AI tools such as video analytics to analyze nonverbal communication. Belief and value identification: Use the insights gained from language patterns and nonverbal communication analysis to identify underlying beliefs and values that may be affecting employee engagement. For example, if an employee consistently uses negative language and exhibits a negative facial expression during work meetings, they may have underlying beliefs or values that are affecting their engagement levels. Belief and value alignment: Use NLP techniques to reframe negative beliefs and values in a positive light and help employees align their beliefs and values with the company's mission and goals. Communication style modification: Use NLP techniques to modify communication styles based on individual employee preferences. NPL helps to gain a deeper understanding of employee behavior, beliefs, values, and take proactive steps to improve employee engagement.

E) CHATBOTS

Chatbots using AI can be particularly useful in the IT industry for employee engagement, as it helps to improve communication, provide technical support, and streamline IT-related tasks. Chatbots can play a vital role in employee

engagement by providing a personalized and accessible experience to employees, they offer instant and consistent responses to employee queries and concerns, making employees feel valued and engaged. Hameed et al.,(2020) study found that chatbots are effective in improving employee engagement, employees were generally satisfied with their experience with chatbots. Chatbots can use AI to personalize recommendations and responses based on employee preferences and needs, which can help employees feel more connected to the company and its culture. Additionally, Chatbot can provide real-time feedback to employees on their performance, helping them understand their strengths and areas of improvement. This can motivate employees to perform better and increase their engagement. Chatbots can also deliver training modules and guide employees on career development opportunities, helping employees develop their skills and feel more empowered in their roles. Overall, Chatbots help to create a positive work environment, increase communication, increase employee satisfaction and retention, and improve overall business performance.

METHODOLOGY

This study is descriptive and has adopted a comprehensive literature review methodology and hence qualitative in nature. Various secondary data sources, such as journals, reports, magazines, and newspaper articles, were referred for research and analysis purposes. This study is mainly focused on implementing AI in employee engagement in IT – sector. The secondary data was sourced from International business journals, Harvard Business Review, Journal of Artificial Intelligence and Systems ect. A systematic literature review and meta-synthesis method is adhered. The scholarly discourse on the topic of employee engagement contributes significantly to the comprehension and knowledge of the subject

THE OBJECTIVE OF THE STUDY

- To determine the impact of AI on employee

engagement and to identify AI tools and strategies that are more effective for improving engagement.

- To examine the impact of AI on employee productivity and to understand how employees can complete their tasks efficiently and effectively.
- To provide recommendations for successful AI implementation for enhancing employee engagement.

CONCEPTUAL FRAMEWORK

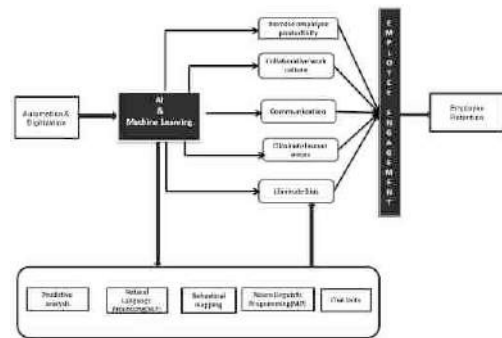


Fig 1 Conceptual Framework

Fig 1 depicts that automation of employee activities in the organization results in effective employee engagement which then leads to employee satisfaction and retention. Digitization and automation can play a significant role in improving communication, collaboration, and efficiency in the workplace. By providing employees with tools and platforms to communicate and collaborate more effectively, organizations can foster a sense of communication and engagement among their workforce. Implementation of AI tools like Predictive Analytics, Natural Language Processing, Behavioral mapping, Neuro-Linguistic Programming, Chatbots, etc has the potential to revolutionize employee engagement. These AI tools draw results of increasing employee productivity, promoting more collaborative work culture, improving communication, eliminating human errors by automation and eliminating human bias to boost

employee engagement. The mediating variable, employee engagement, is essential in this framework. The ultimate result of implementing AI tools in employee engagement mediates progressive work practices which correspond to the retention of employees in the organization.

FINDINGS AND RECOMMENDATIONS

AI in employee engagement has the potential to streamline and automate many tasks related to employee engagement. AI can play a key role in digitization by providing insights and automation that can help organizations more effectively engage with their employees. Artificial intelligence (AI) can identify factors that can impact employee engagement and predict future trends. By using predictive models to analyze employee data, organizations can identify which employees are at risk of becoming disengaged and design targeted interventions to prevent turnover. The potential of NLP techniques in analyzing employee feedback data is to gain insights into employee engagement and predict employee behavior. The application of AI in behavioral mapping enables the analysis of large amounts of data and provides insights into employee behavior and engagement. Neuro-linguistic programming (NLP) involves the use of language and nonverbal communication to change behavior and improve performance. AI-powered chatbots are conversational agents that simulate human conversation through text or voice-based interfaces.

AI can enhance employee productivity by providing personalized recommendations, automating routine tasks, improving decision-making, and providing real-time feedback. AI can enhance collaborative work culture by promoting knowledge sharing, facilitating communication, and providing personalized recommendations. Artificial Intelligence (AI) has the potential to reduce human errors in employee engagement by automating repetitive tasks, providing real-time feedback, and improving decision-making. AI to mitigate bias in employee engagement by providing

objective feedback, reducing the impact of unconscious biases, and avoiding stereotypes. AI can examine large data sets to identify trends and patterns in employee behavior, enabling organizations to identify at-risk employees and develop personalized strategies for retaining them.

Key research questions answered

- The impact of AI in employee engagement has significantly leveraged employee involvement by automating routine tasks, providing personalized learning and development opportunities, enabling better communication and collaboration
- AI has impact on employee productivity by enabling faster decision-making, personalization of tasks and providing real-time insights on employee activities
- Recommendations like involvement of employees in the planning process, monitoring and evaluation, prioritizing transparency, providing training and support etc. have been provided through the study
- AI tools Predictive analytics, Natural language processing, Behavioral mapping, Neuro-linguistic programming, chatbots, ect has been discussed through the study for effective employee engagement.

LIMITATIONS

AI has limitations when it comes to implementing it in employee activities, including the lack of emotional intelligence and human touch, potential biases in the data, limited personalization, and difficulty understanding contextual information. While AI can offer personalized recommendations and automate engagement activities, it may not fully capture the unique needs and preferences of each employee. Therefore, it's important to use AI in conjunction with human interactions and consider potential limitations when implementing it for employee engagement.

SCOPE FOR FUTURE RESEARCH

The use of AI in employee engagement is vast and diverse and includes potential areas such as

the long-term impact of AI on employee engagement, cross-cultural differences in AI use, ethical implications of AI, integration with other employee engagement strategies, impact on employee well-being, employee perception and acceptance of AI. As AI continues to be implemented in employee engagement, future

research can explore these areas to deepen the understanding of the benefits, challenges, and best practices of using AI to improve employee engagement and provide insights for organizations looking to leverage this technology to drive employee performance and satisfaction.

CONCLUSION

The use of AI in employee engagement has gained considerable attention in recent years due to its potential to improve various aspects of the employee experience. Through the use of chatbots, machine learning algorithms, AI-based behavioral mapping, natural language processing, Neuro-Linguistic Programming, predictive analysis and other AI tools, organizations can better understand their employees' needs, preferences, and behaviors, and respond to them in a more personalized and effective way. AI can also help eliminate bias in the engagement process, reduce human errors, and improve communication and collaboration among employees. Moreover, AI can be used to identify employees who are at risk of leaving and take proactive measures to retain them, thereby improving employee retention. However, the implementation of AI in employee engagement requires careful consideration of ethical and privacy concerns, as well as the need for human oversight and intervention to ensure fairness and accountability. Overall, AI has the potential to significantly enhance employee engagement, but its success depends on the effective integration of technology with human expertise and empathy. AI in employee engagement presents exciting opportunities for organizations to better engage with their employees and drive success in the ever-evolving workplace.

It is now clearly getting established in the industry that AI can improve employee engagement by automation of tasks, personalizes recommendations, enabling faster decision-making, providing transparency. and enabling collaborative work practices.

IMPLICATIONS FOR HR MANAGERS

Managers need to ensure that the implementation of AI-based solutions align with the overall organizational goals and considers the impact on employee experience and satisfaction. Secondly, HR managers need to redefine roles and responsibilities and provide training and up-skilling opportunities for employees to effectively use and benefit from AI-based solutions. Thirdly, data privacy and security must be ensured, and ethical considerations must be taken into account to prevent bias or discrimination. Fourthly, HR managers need to manage changes effectively ,monitor and evaluate the effectiveness of AI-based solutions to make recommendations for improvement.

REFERENCE

1. A. Banfield and J. Wilcock. (2020). Mixed reality and remote work: Employee engagement in the age of the COVID-19 pandemic. *Journal of Business Research*, 117, 253-256.
2. A. Van Damme, J. Van Belle, and M. R. Leys. (2020). Enhancing employee engagement with augmented reality feedback in the workplace. *Journal of Business Research*, 108, 123-132.
3. Ali, M. M., and Khan, R. A. (2020). The Role of Artificial Intelligence in Promoting Collaborative Work Culture. In *Proceedings of the 2nd International Conference on Computer Science, Communication and Electronics* (pp. 10-16). Springer.
4. Bajaj, P., and Choudhury, S. (2021). Behavioral mapping in employee engagement using AI. *International Journal of Advanced Science and Technology*, 30(2), 10790-10799.

5. Bruck, S. (2019). Behavioral mapping: A tool for improving employee engagement and retention. Society for Human Resource Management.
6. Burke, C. S., Stagl, K. C., Klein, C., Goodwin, G. F., Salas, E., and Halpin, S. M. (2018). What types of leadership behaviors are functional in teams? A meta-analysis. *The Leadership Quarterly*, 29(3), 103-131.
7. Caliskan-Islam, A., Bryson, J. J., and Narayanan, A. (2016). Addressing bias in artificial intelligence applications. In *Proceedings of the 2016 AAAI Workshop on Artificial Intelligence, Ethics and Society*.
8. Chen, C. C., and Wu, Y. Y. (2021). The Impact of AI-Enabled Chatbots on Employee Engagement. *Journal of Business Research*, 129, 635-643.
9. Eppinger, S. D., and Sturm an, M. C. (2019). Machine learning and employee engagement: A review, agenda, and case for predictive modeling. *Human Resource Management Review*, 29(3), 283-296.
10. Fan, W., Gordon, M. D., and Pathak, J. (2017). Using online text mining to assess employee sentiment and organizational performance. *Journal of Business Research*, 70, 338-346.
11. Figueiredo, F., Barreto, M., Souza, A., Ladeira, M., and Santos, C. (2019). An analysis of the effects of physical work environment and behavioral aspects on employee productivity in a manufacturing environment using wearable devices and machine learning techniques. *Journal of Cleaner Production*, 234, 975-985.
12. Gao, J., Zhao, Y., and Liu, Y. (2021). The Effect of AI-Powered Communication Tools on Employee Engagement in the IT Sector. *IEEE Access*.
13. Gloor, P., Paetzold, J., and Fischbacher, K. (2019). Reducing Bias in AI-Based Employee Selection Systems. *Journal of Business and Psychology*, 34(6), 771-785.
14. Hajdúk, M., Holusa, M., and Majernik, M. (2021). Sentiment analysis of employee feedback in software development. In *Proceedings of the 11th International Conference on Information and Communication Technologies in Agriculture, Food and Environment*
15. Hameed, Z., Al-Masri, A., and Tashkandi, A. (2020). Chatbots in the workplace: A case study of using chatbots for employee training and development. *Journal of Information Technology Education: Research*, 19, 337-355.
16. Holzinger, A., Kieseberg, P., Weippl, E., and Tjoa, A. M. (2018). Current advances, trends and challenges of machine learning and knowledge extraction (IEA/AIE 2019) (pp. 1-14). Springer.
17. Javed, S. M., Imran, K., and Malik, H. A. (2020). The Impact of Artificial Intelligence on Employee Communication: A Literature Review. In *Proceedings of the 1st International Conference on Computing, Mathematics and Engineering Technologies* (pp. 264-272). Springer.
18. Karmakar, S., and Chaudhuri, S. (2020). Employee engagement through human resource analytics: A review of literature. *Management and Labour Studies*, 45(2), 209-223.
19. Kim, S., and Lee, S. (2020). The role of artificial intelligence in employee engagement: A review and prospects. *Sustainability*, 12(21), 9053.
20. Kolyshkin, A. A., Ovcharova, L. N., and Agarkov, G. A. (2021). Analysis of employee feedback using natural language processing: Evidence from a multinational company. *Journal of Business Research*, 124, 79-88.
21. L. M. Martin, S. S. Scholtz, and K. H. Harris. (2019). Improving employee engagement and retention using virtual reality training. In *Proceedings of the 2019 CHI Conference on Human Factors in Computing Systems* (pp. 1-13).
22. Lee, H., Kim, S., and Lee, S. (2019). Using Artificial Intelligence to Improve Employee Engagement: The Effect of Behavioral Mapping. *Sustainability*, 11(9), 2663.
23. Li, J., and Huang, L. (2020). Eliminating Human Errors in Employee Engagement with Artificial Intelligence. In *Proceedings of the 2nd International Conference on Computer Science, Communication and Electronics* (pp. 192-198). Springer.

24. Longenecker, C. O., and Neubert, M. J. (2007). The potential of neuro-linguistic programming techniques in leadership development and employee engagement. *Journal of Leadership and Organizational Studies*, 13(4), 105-122.
25. O'Reilly, U. M. (2021). Robotics in Employee Engagement. In *Encyclopedia of Business and Professional Ethics* (pp. 1-7). Springer, Cham.
26. Ozdemir, A., Alpaslan, F. T., and Demirbag, O. (2020). Using Artificial Intelligence to Enhance Productivity. *Journal of Management Analytics*, 7(3), 273-288.
27. Peng, Y., Du, Z., and Zhang, H. (2021). Using natural language processing to explore employee engagement in a Chinese context. *Journal of Business Research*, 126, 504-514.
28. Poorani, S., and Krishnan, L. R. K. (2021). Manufacturing technology trends in auto sector guiding skill enhancement and employee retention. *International Journal of Applied Engineering Research*, 13(4), 2104-2108.
29. Rajagopalan, M. V., and Madhavendra, M. (2020). Chatbots and Employee Engagement: An Exploratory Study. *International Journal of Business Information Systems*, 33(3), 354-373.
30. Rastogi, S., and Pal, A. (2019). HR analytics for employee engagement: a case study of an IT organization. *International Journal of Innovative Technology and Exploring Engineering*, 8(9), 1097-1100.
31. Robison, J. R., and Reilly, G. P. (2020). Predictive analytics in employee engagement and retention. *Journal of Business and Psychology*, 35(4), 409-423.
32. Sahoo, C. K., and Sahu, S. (2020). Artificial intelligence in employee engagement: A conceptual framework. *International Journal of Management, Technology, and Social Sciences (IJMTS)*, 5(2), 100-113.
33. Sakaki, K., Mochizuki, Y., and Araki, T. (2019). A Study on Job Satisfaction Using AI. In *International Conference on Human-Computer Interaction* (pp. 549-561). Springer, Cham.
34. Saran, S., and Srivastava, R. (2021). Artificial Intelligence and Employee Productivity: An Empirical Study. *Journal of Artificial Intelligence and Systems*, 2(2), 9-16.
35. Sari, Y., Rijal, S., Sari, I. P., and Siregar, S. P. (2020). Implementation of Employee Engagement using Artificial Intelligence in Organization. *International Journal of Scientific and Technology Research*, 9(1), 3916-3919.
36. Sashreek, L.R.K. Krishnan(2022). Impact of AI and ML on Leadership Behaviors and Decision making; Driving Business Results. *International Journal of Research in Computer Science and Management*
37. Satabda Chaudhuri, S., Krishnan, L. R. K., and Poorani, S. (2022). Impact of using AI in manufacturing industries. *International Journal of Applied Engineering Research*, 14(20), 4052-4057.
38. Shah, J., Schaefer, D., Thomas, K., and Herstatt, C. (2018). Artificial intelligence-based behavioral mapping for improved employee engagement in call centers. *Journal of Business Research*, 88, 388-394.
39. Shrivastava, R., and Gupta, S. K. (2021). Collaborative Work Culture and Artificial Intelligence: An Empirical Study. *Journal of Artificial Intelligence and Systems*, 2(1), 14-22.
40. Wang, R., and Liu, M. M. (2019). The role of artificial intelligence in enhancing diversity and inclusion in organizations. *Human Resource Management Review*, 29(4), 427-438.
41. Yeboah-Boateng, E. O., and Essel, R. (2021). Using artificial intelligence for employee retention: A review of the literature. *Journal of Business Research*, 123, 619-628.
42. Yu, H., Liu, J., Li, Y., Li, S., and Zhang, J. (2021). AI in Man-Machine Collaboration: A Review. *IEEE Access*, 9, 26171-26184.
43. Zhang, Y., Li, Y., and Li, Y. (2019). Predictive modeling for employee engagement using machine learning algorithms. *Information*, 10(3), 88.



Employee Engagement

Mr. Ranajit Sarkar

Manager (HR)/Legal Garden Reach Shipbuilders
& Engineers Ltd (MoD, Gol),
Kolkata and Research Scholar

Today is the age of cut-throat competition among the Industries. In this age of volatile Industrial economy when the Industrial growth parameters are dependent on numerous factors which are different from the Industrial growth factors 20 years back.

Now, we are a knowledge driven economy which is highly digitalized and in near future it will be Artificial Intelligence which is going to dominate the world.

In such a situation employee engagement has become a buzzword. There may be several ways and means to make the employees feel that they are also a part of the Industry.

The word employee engagement literally means that each and every employee should have a feeling of oneness with the organization where he is working and to which he/she is contributing to its growth every day.

Employee engagement may be broadly classified as under.

- 1 A good boss can be a very good mentor for a subordinate. If the office boss works as a friend, philosopher and guide of the subordinate staff then nothing can be a better option for them for the purpose of engaging with the organization.
- 2 The Superior Authorities should try to spend some productive time every day with the subordinate employee with informal discussion on Society, Law, Economics, Culture, Ethics, Values, and Morality etc.
- 3 The bosses with very good and proven leadership qualities are very effective in employee engagement.
- 4 More and more emphasis is to be given on independence in working. Innovative ideas should be encouraged.
- 5 The employee having very good sports and cultural backgrounds may be allowed to participate and organize the sports and cultural events during the special occasions throughout the year.
- 6 Annual Picnic with the family member of the employees nurtures the bonding between the employees and encourages employee engagement.
- 7 Providing good soft skill and skill development training to the employees enhances employee engagement.
- 8 Inculcating good and positive healthy habits with regular health checkups.
- 9 Flexible duty hours and if possible mixed and sandwich duty hours including Work from Home options will enhance productivity and employee engagement.
- 10 In some of the companies like TISCO, they encourage the appointment of the sons and daughters or near relatives in the company after providing them adequate training on skill development on apprenticeship training. It enhances the loyalty towards the organization.
- 11 Improvement in the Art of communication and the communication channels of the company.
- 12 Improvement on the employee welfare schemes and budget of the organization.
- 13 Providing the best Medical and Post Retirement Pension Schemes to the employees.
- 14 Providing housing or residential facilities and/or transportation facilities to the employees near to the work place.
- 15 All the employees should be engaged through rewarding against the suggestion schemes. Every employee should have an access to the top management through Grievance Redressal Mechanisms, Suggestion Schemes etc.
- 16 Development of teams of Quality Circle,

- Five-S,KAIZEN, WORKS COMMITTEE, SAFETY COMMITTEE etc.
- 17 Engaging every employee in cleanliness of the organization and its surroundings.
 - 18 Good and timely Pay & Perks, Bonus, Fringe Benefits, LTA, Medical facilities and best Compliances of Labour and Administrative Laws enhances employees' engagements.
 - 19 Special attractions and care should be given to the Female Employees, Socially and Economically Backward and Physically Challenged Employees' also and employees belonging to the weaker section categories including the Child Workers also if any.
 - 20 The employee's children's, spouses and other dependent family members should also be given some encouragements through prizes and rewards for special achievements in their respective fields of work or study.
 - 21 The HR initiatives of employee engagement policy can also include induction training programmers for the newly joining employees. The newly joined employees can be rotated to different departments and their branches of the company to know about the overall product and the process of the company's production system or if it is a service sector then they can come to know about the job reconditions and job allocation system and processes.
 - 22 Job rotation and job enrichment are the other two things which enhances the employee's engagement the more the job rotation is being done the more the employees with feel engaged with the company. Job enrichment literally means tasking an employee with more and more responsibilities and expanding his/her scope of work.
 - 23 The reward and punishment system directly affects an employee's engagement with the company or organization. The company's reward and recognition policy should be very transparent and must be applied in an unbiased way. A genuine employee should be rewarded. The forms of rewards many be high bones good training appetites paid holidays, higher fringe benefits etc.
 - 24 Promotion policy of an company affects the morale of the employees very deeply. More the opportunity of promotion of an employee in an organization more the employees get engaged.
 - 25 Performance appraisal and job evaluation and the performance evaluation system of an employee should be very strong and robust. The performance evaluation must preferably be done on a numerical scale of parameters. The evaluation should be honestly done with the prima facie importance to the growth of the company. The PE should be goal oriented and its objectives should be directly linked to the overall betterment of the company. A performance evaluation as far as possible should be 360 degree i.e.; the employee should be evaluated on the basis of his qualification attendance total work. Experience in his field of work and Total work experience in the present organization where he is working. His potentials his/her soft skills co- curriculum activities communication skills, health standards integrity and loyalty to the organization. He/ She should be assessed on the basis of feedbacks available throughout the year from his peers, subordinates, bosses and other internal and external customers.
 - 26 Annual /Periodical health check up facilities for the employees enhances the employee engagement. Annual /Periodical health check up facilitates for the employees and/ or his/ her family members enforces the morality of the employee. He develops a strong belongingness to the organization due to the caring activities of the company towards his employees and his/her family members. The good medical facilities enforce the employee engagement. Prompt and speedy medical helps and guidance, hospitalization facilities and musing facilities makes an employee more satisfied and his loyalty towards the company grows.
 - 27 Employee engagement may be increased though the following ways and weans
 - a) Production liked incentives.

- b) Performance related pay.
- c) Sales Incentives.
- d) Target achievement.
- e) Choice postings.
- f) Scope of working of the Husband and wife in the same place or nearest place if both of them are working.
- g) Giving child's education cost fully or partly.
- h) A very employee friendly retirement policy.
- i) Enhancing the age of retirement till the achieve ability to work.
- j) Good pension policy or post Retirement financial protection plans.
- k) Good Mediclaim policy and post Retirement medical benefit plans for self and dependant family members.
- l) Policies to give due weight age to the longer servicing Employees by giving them more and extra recognitions and rewards.
- m) Forming different committees to the company's health, safety and welfare etc. by inducting the senior most employees irrespective of their ranks.
- n) Foreign Trainings to every employees on satisfactory performance.
- o) Framing a good sports and Cultural Activities Policy with provisions for special leave to attend State Level, National Level or International Level meets.

The above proposals and polices for employee engagement through not exhaustive but can help in building positive work culture.



Research On Steps Taken By The Company In Creating Employee Excitement For Engagement Activities

Mr. S. Rajendren

Head-HR, IR, IR & EHF

J K Tyer & Industries Ltd.

1. ABSTRACT:

The Research project titled “**Research on steps taken by the company in creating employee excitement for engagement activities**” is an attempt to understand the opinion and attitudes of the various categories of employees in reference to JK TYRE & Industries Ltd, Chennai Tyre Plant, towards the step taken by the company, to create excitement in employees for Employee Engagement activities, so that participation of all the employees and Employee satisfaction and engagement can be ensured. The data was collected through well-structured questionnaires which contains closed end questions and multiple choice questions. This survey was carried out at JK TYRE & INDUSTRIES LTD, CHENNAI TYRE PLANT in various departments.

2. KEYWORDS:

Employee Engagement, Employee Excitement, motivation, Employee retention, morale, organization culture, Human resource

3. ABBREVIATIONS:

OEs- Operating Engineers

MCS- Management Cadre Staff

HR- Human Resource

4. INTRODUCTION TO EMPLOYEE ENGAGEMENT

Employee Engagement is a part of an organization HR activities which helps in Employee Satisfaction and also keeps Employee morale in check. Employee morale is the overall mental and emotional condition of the workforce. Employee engagement is a function of the relationship

between an organization and its employees. It's about improving workplace and culture, such that employees feel more connected and dedicated to organization goals and values.

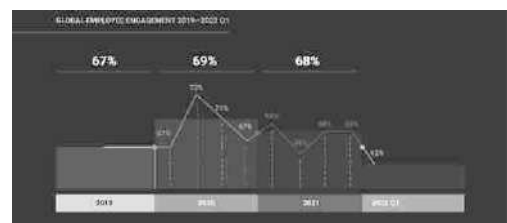
Employee engagement aims at:

- Aligning employees to the company's mission and vision
- Increasing the yield
- Promoting employee motivation

Nowadays, Organization are conducting comprehensive engagement activities to assure that their employees are fully engaged.

5.REVIEW OF LITERATURE:

Global Trends in Employee Engagement 2022, report done by Kincentric



The Stay element of engagement indicates employees' desire to stay with the organization. In North America, this element has shown a dramatic decrease since 2019. Europe also shows lower Stay scores, but this appears to be an ongoing struggle rather than an emerging issue. Employees in Asia and Latin America have historically shown a relatively stronger intent to stay, but we are now seeing shifts to lower scores in recent quarters, indicating that employee turnover will remain a challenge.

6. COMPANY PROFILE:

JK Tyre is the flagship company of JK Organization. JK Tyres was established in the year 1976. JK Tyres designs, Manufactures and markets automotive tyres, tubes & flaps. They are Pioneer of radial technology in India. It is ranked No. 2 as Truck/Bus Radial manufacturer with market share of ~28%. It has 12 manufacturing plants (9 in India and 3 in Mexico) and manufactures wide range of products starting from 2 kg (2/3 wheeler) to 3.4 Ton (OTR). It has extensive distribution network in India (6000+ Dealers /Distributors/Fleet).

7. RESEARCH PROBLEM:

Is Steps taken by the company to promote the Employee Engagement activities excite the Employees?

8. OBJECTIVE OF THE RESEARCH:

8.1 Primary Objective:

To evaluate the steps taken by the company for creating Employee excitement in Engagement activities.

8.2 Secondary Objective:

- 1) To identify why Employees are not attending Employee engagement activities
- 2) To find what kind of activities excites Employees the most.
- 3) To find whether the Employees are engaged with company.
- 4) To find the variation of interest in different category of Employees.

9. NEED FOR THE RESEARCH:

Every company or Organization irrespective of size or function should do Employee engagement activities for the welfare of the Organization as well as the Employees. So, in order to make Employees participate in the activities/ events; the company needs to promote its own events and engagement activities among the employees and also excite the employees, so that they will participate in the Employee

Engagement activities willingly and actively.

10. SCOPE OF THE RESEARCH

The Research on Steps taken by the company in creating Employee excitement for Engagement activities is carried out in JK TYRE & INDUSTRIES LTD., in CHENNAI TYRE PLANT for a period of 8 weeks. This Research is carried out with the help of questionnaires by conducting personnel interviews, which form the Primary data.

The tool used for analysing and interpreting the opinions of the employees is simple percentage analysis. The results were presented with the help of different pie charts and bar graphs by using advanced MS Excel. Findings of the study were drawn from the analysing of data's, suggestions and conclusions have been made based on the findings. The population of the plant is about 2200. Employees are divided as OEs and MCS. The Sample is selected in such a way that; it represents the total population of the Chennai Tyre Plant. The total sample size is 100 which is selected by Cluster Sampling method.

Significance of Employee Engagement:

1. Engaged employees means increase in yield. Engaged employees like what they do and find their work meaningful. An engaged workforce will work harder, faster, and with much more enthusiasm. Gallup's report for the American workplace shows that, satisfied employees are 40% more productive than dissatisfied employees and, engaged employees are 44% more effective than happy/satisfied employees.
2. Employees join an organization with expectations and aspiration. And when you fail to meet their expectation, they start looking for other options. As a result, engaging employees helps control the cost of turnover and raises Employee retention. The process of recruiting, selection, training of new employees, costs time and money. When an employee leaves a company, the

cost of hiring and training a new employee is higher than taking steps to engage employees

3. Engaged employees are devoted towards the organisation. And when they are devoted towards the organization, they are obviously faithful. Only engaging them won't make them faithful towards the organization; acknowledging and recognizing them, decentralization of power distribution is some of the methods to earn their trust.

4. An important achievement of employee engagement is that Employees naturally become company/ Organization's spokespersons. They perceive a sense of achievement in being a part of the organization. Therefore, they actively promote their organization's brand, talking about their products and brands to their friends and family.

11 Limitations

The time duration of this study is short and therefore is restricted to only one plant of JK Tyres and also affected the sample size of the research. And also due to company policies certain information cannot be shared. The gender ratio can be seen that comparatively men are higher in the organization, as the company is in manufacturing sector.

12 ENGAGEMENT ACTIVITIES DONE IN JK TYRES:

1. Creation of a Forum – JK FEED, FORUM FOR EMPLOYEE ENGAGEMENT AND DEVELOPMENT. Here, unlike regular Engagement functions done only by HR department, participation of all the departments of the company is ensured. The department Heads from various departments are given higher positions in the club and managers, officers from various departments are given posts of committee members.

2. Activities are Scheduled and yearly FEED calendar is announced by the chairman of the FEED.

| Sl. No | NAME OF PROGRAM | DATE/RANGE | COVERAGE |
|--------|---|----------------------------|---------------------------------|
| 1 | SERVICES DAY | APR 2022 & APR 2023 | ALL EMPLOYEES |
| 2 | WE CAN DO IT - INTERNATIONAL SESSION | APR 2022 & APR 2023 | ALL EMPLOYEES |
| 3 | WORLD ENVIRONMENTAL DAY | 1 st JUNE 2022 | ALL EMPLOYEES |
| 4 | BLOOD DONATION TO HOSPITAL | 18 th JUNE 2022 | ALL EMPLOYEES |
| 5 | WBT TO LITTLE DROP OLD AGE HOME HANDING OVER CONTRIBUTION | 24 th JUNE 2022 | 11-15 MEMBER TEAM |
| 6 | SPRINT VOLLEYBALL TOURNAMENT | 1 st JUNE 2022 | ALL EMPLOYEES |
| 7 | INDEPENDENCE DAY CELEBRATION | 15 th AUG-2022 | ALL EMPLOYEES |
| 8 | FAMILY GET TOGETHER | 15 th AUG-2022 | EMPLOYEE FAMILIES |
| 9 | EYE TEST CAMP | 30-31 | ALL EMPLOYEES |
| 10 | TEAM BUILDING | SEP 10-OCT 2022 | ALL EMPLOYEES |
| 11 | JK OLYMPIA-2022 | SEP 2022 - DEC 2022 | ALL EMPLOYEES |
| 12 | VETERAN - JOY CRUISE TOURNAMENT | SEP 2022 - DEC 2022 | FOR ALL VETERANS |
| 13 | JK PUPIL DRUGGET TOURNAMENT A | SEP 2022 - DEC 2022 | ALL EMPLOYEES |
| 14 | EMPLOYEE FAMILY MEMBERS VISIT TO PLANT | OCT 2022 TO JAN 2023 | EMPLOYEE FAMILIES |
| 15 | AYUSH-4 POCIA CELEBRATION | OCT, 2022 | 11-15 MEMBER TEAM |
| 16 | WBT TO LITTLE DROP OLD AGE HOME HANDING OVER CONTRIBUTION | OCT, 2022 | 11-15 MEMBER TEAM |
| 17 | CAMP FOR EMPLOYEES CHILDREN | OCT, 2022 | ALL EMPLOYEES CHILDREN |
| 18 | QUALITY MONTH CELEBRATION | NOV 2022 | ALL EMPLOYEES |
| 19 | ENERGY DAY | NOV 2022 | ALL EMPLOYEES |
| 20 | BLOOD DONATION TO HOSPITAL | 18 th NOV-2022 | ALL EMPLOYEES |
| 21 | INTERNATIONAL MENS DAY | 18 th NOV-2022 | ALL EMPLOYEES |
| 22 | INDOOR SPORTS (KARAOKE, CHESS & BADMINTON) | DEC, 2022 | ALL EMPLOYEES |
| 23 | COMPETITION ON KNOW YOUR INDUSTRY | DEC, 2022 | ALL EMPLOYEES |
| 24 | WBT TO LITTLE DROP OLD AGE HOME HANDING OVER CONTRIBUTION | JAN 2023 | 11-15 MEMBER TEAM |
| 25 | POWELL CELEBRATION | JAN 2023 | ALL EMPLOYEES |
| 26 | HEALTHY ROAD SAFETY AWARENESS CAMP | JAN 2023 | ALL EMPLOYEES |
| 27 | TALENT EVENTS | 01 st FEB-2023 | ALL EMPLOYEES & EMPLOYEE FAMILY |
| 28 | FACTORY DAY CELEBRATION | 01 st FEB-2023 | ALL EMPLOYEES |
| 29 | TYRE DAY | 11 th FEB-2023 | 11-15 MEMBER TEAM |
| 30 | WOMENS DAY CELEBRATION | 7 th MARCH 2023 | ALL EMPLOYEES |
| 31 | SAFETY MONTH CELEBRATIONS | MAR- 2023 | ALL EMPLOYEES |
| 32 | WATER DAY | MAR- 2023 | ALL EMPLOYEES |
| 33 | YOGA SESSION | APR 2022 & APR 2023 | ALL EMPLOYEES |
| 34 | LADIES GOLF ACTIVITIES | MAR- 2023 | WOMEN EMPLOYEES |
| 35 | BARUFEY ON EMPLOYEES FEEDBACK | MAR- 2023 | ALL EMPLOYEES |

Employees are a gift to the organisation - JK FEED - For the People, FEED - BY the People, FEED - Of the People

13. RESEARCH METHODOLOGY:

13.1 Research Design:

The Research design used in this Research is Descriptive and diagnostic research design.

13.2 Questionnaire Design:

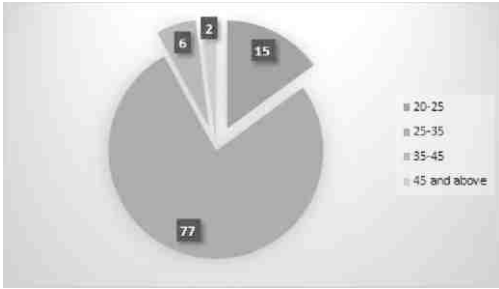
The questionnaire is well Structured and it consists of closed ended questions and multiple choice questions, which asks about the opinions and suggestions of employees to find the way to interest them regarding the involvement in Employee Engagement activities.

14. DATA ANALYSIS AND INTERPRETATIONS:

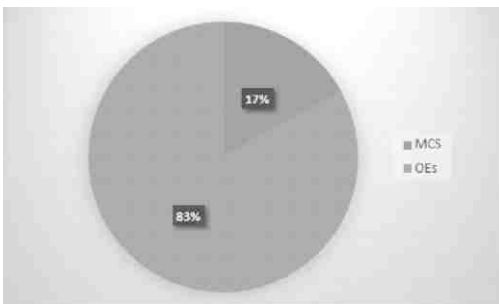
14.1 Demographic details analysis:

a) Count of Age:

| S.no | Age group | No of respondents | % of respondents |
|------|--------------|-------------------|------------------|
| 1 | 20-25 | 15 | 15 |
| 2 | 25-35 | 77 | 77 |
| 3 | 35-45 | 6 | 6 |
| 4 | 45 and above | 2 | 2 |
| | total | 100 | 100 |

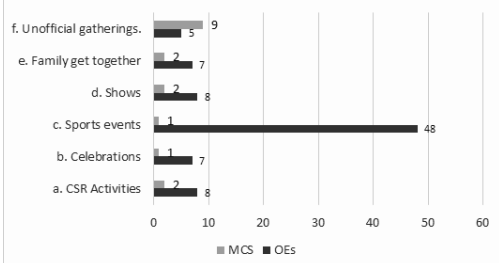


| S. No | Years in the company | No of respondents | % of respondents |
|-------|----------------------|-------------------|------------------|
| 1 | OEs | 83 | 83 |
| 2 | MCS | 17 | 17 |
| | total | 100 | 100 |



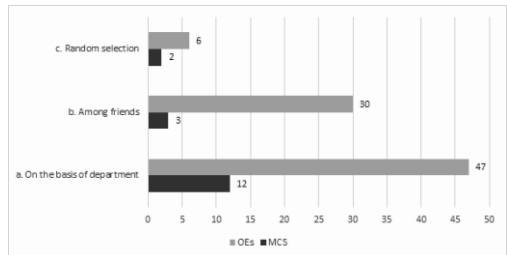
14.2 Activities which excites the employees most

| S. No | Particulars | % of OEs | % of MCS | Total % (MCS+OEs) |
|-------|---------------------------|-----------|-----------|-------------------|
| 1 | a. CSR Activities | 8 | 2 | 10 |
| 2 | b. Celebrations | 7 | 1 | 8 |
| 3 | c. Sports events | 48 | 1 | 49 |
| 4 | d. Shows | 8 | 2 | 10 |
| 5 | e. Family get together | 7 | 2 | 9 |
| 6 | f. Unofficial gatherings. | 5 | 9 | 14 |
| | Total | 83 | 17 | 100 |

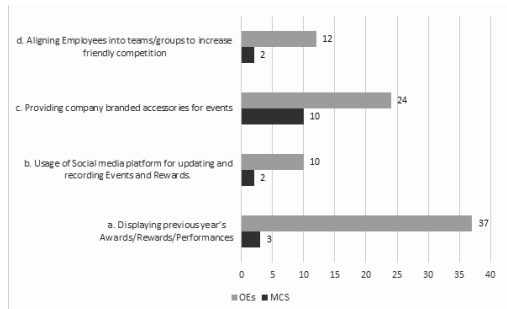


14.3 Preferred method for grouping among employees for activities

| S. No | | % of MCS | % of OEs | Total % (MCS+OEs) |
|-------|-------------------------------|-----------|-----------|-------------------|
| 1 | a. On the basis of department | 12 | 47 | 59 |
| 2 | b. Among friends | 3 | 30 | 33 |
| 3 | c. Random selection | 2 | 6 | 8 |
| | total | 17 | 83 | 100 |



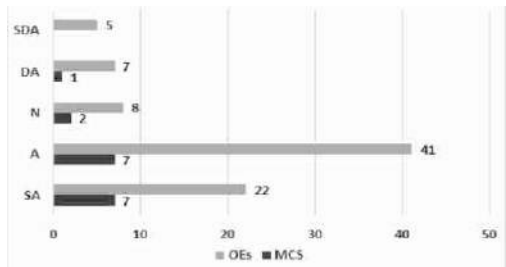
| S. No | PARTICULARS | % of MCS | % of OEs | Total % MCS+OEs |
|-------|--|-----------|-----------|-----------------|
| 1 | a. Displaying previous year's Awards/Rewards/Performances | 3 | 37 | 40 |
| 2 | b. Usage of Social media platform for updating and recording Events and Rewards. | 2 | 10 | 12 |
| 3 | c. Providing company branded accessories for events | 10 | 24 | 34 |
| 4 | d. Aligning Employees into teams/groups to increase friendly competition | 2 | 12 | 14 |
| | Total | 17 | 83 | 100 |



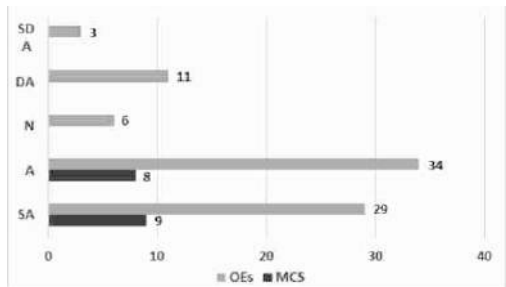
14.5 The following statements are rated by the respondents

- SA- Strongly Agree
- N- Neutral
- SDA- Strongly Disagree
- M-MCS
- A- Agree
- DA- Disagree
- O- OEs

| Statements | SA | | A | | N | | DA | | SDA | | TOTAL |
|---|----|----|----|---|----|---|----|---|-----|---|-------|
| | O | M | O | M | O | M | O | M | O | M | |
| i. Aligning Employees into teams help boost Employee involvement in activities | 53 | 10 | 20 | 5 | 7 | 1 | 1 | 1 | 2 | 0 | 100 |
| ii. Accessories with team colours /symbols helps build a healthy competition | 47 | 12 | 15 | 3 | 13 | 2 | 5 | 0 | 3 | 0 | 100 |
| iii. Scheduling of activities helps employees to plan for the events and also makes them involve to the fullest | 22 | 7 | 41 | 7 | 8 | 2 | 7 | 1 | 5 | 0 | 100 |
| iv. The company needs an active Social media page or portal to increase Employee participation by showcasing the events and Rewards regularly | 29 | 9 | 34 | 8 | 6 | 0 | 11 | 0 | 3 | 0 | 100 |
| v. Asking for input and knowing employee suggestion is a good way to build interest and excitement for the events | 61 | 15 | 18 | 1 | 4 | 1 | 0 | 0 | 0 | 0 | 100 |
| vi. Making catchy titles for events/activities generate interest and increases sign -ups for the events | 9 | 9 | 37 | 6 | 18 | 2 | 13 | 0 | 6 | 0 | 100 |

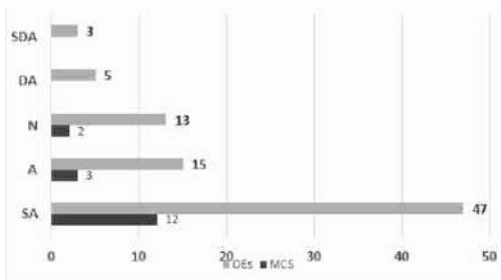


1.4.4 The company needs an active Social media page or portal to increase Employee participation by showcasing the events and Rewards regularly

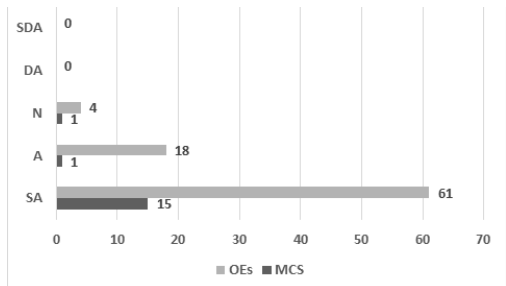


1.4.5 Asking for input and knowing employee suggestion is a good way to build interest and excitement for the events.

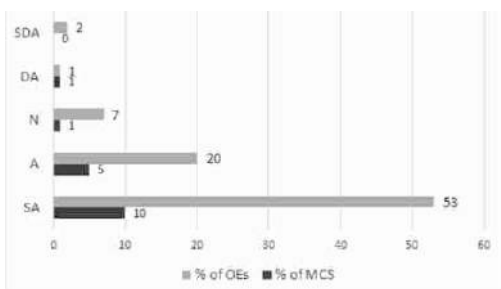
1.4.1 Aligning Employees into teams help boost Employee involvement in activities



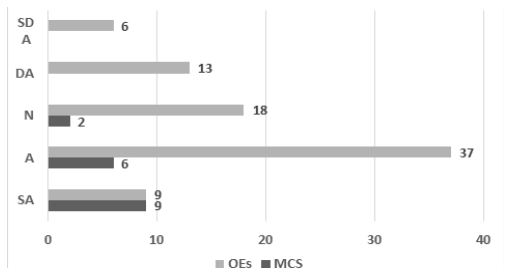
1.4.2 Accessories with team colours /symbols helps build a healthy competition



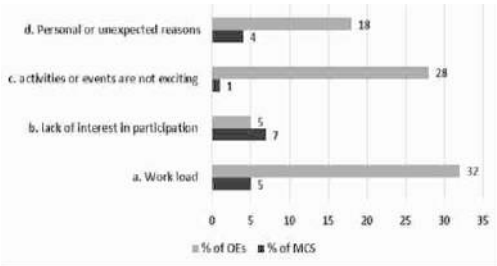
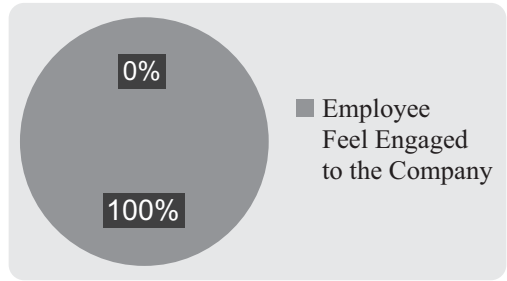
1.4.6 Making catchy titles for events/activities generate interest and increases sign-ups for the events



1.4.3 Scheduling of activities helps employees to plan for the events and also makes them involve to the fullest.

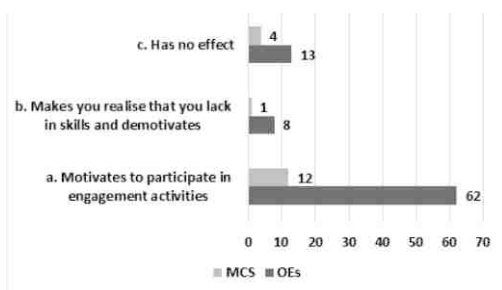


| S. No | Particulars | % of MCS | % of OEs | Total % (MCS+ OEs) |
|-------|--|-----------|-----------|--------------------|
| 1 | a. Work load | 3 | 13 | 16 |
| 2 | b. lack of interest in participation | 8 | 10 | 18 |
| 3 | c. activities or events are not exciting | 1 | 28 | 29 |
| 4 | d. Personal or unexpected reasons | 5 | 32 | 37 |
| | Total | 17 | 83 | 100 |



1.6 Opinion on “Display of Awards or Rewards won the by the employees”

| S. No | Particulars | % of OEs | % of MCS | Total % (MCS+ OEs) |
|-------|--|-----------|-----------|--------------------|
| 1 | a. Motivates to participate in engagement activities | 62 | 12 | 74 |
| 2 | b. Makes you realise that you lack in skills and demotivates | 8 | 1 | 9 |
| 3 | c. Has no effect | 13 | 4 | 17 |
| | Total | 83 | 17 | 100 |



1.7 Is the employees feel engaged with the company.

| S. No | Particulars | % of MCS | % of OEs | Total % (MCS+ OEs) |
|-------|---|-----------|-----------|--------------------|
| 1 | Employees feel engaged to the company | 17 | 83 | 100 |
| 2 | Employees doesn't feel engaged to the company | 0 | 0 | 0 |
| | Total | 17 | 83 | 100 |

FINDINGS & SUGGESTION:

- 77% of the respondents are between 25-35 years of age, it can be noted that, the company has young and dynamic work force of average age group of 30.
- 83% of the respondents are Diploma Engineers, even while analysing the total population of the Chennai plant it can be said that 1014 employees are Operation management category staffs(OEs). So, the company has a majority of Operator staffs.17% of the respondents are Management Category Staffs(MCS) consists of, Graduate Engineers, Graduates and Post Graduates.
- It can be seen that 49% of the respondent chose they like sports events more than any other activities, it is also noted that only one among the MCS chose sports events. So, it is found that the MCS like Unofficial gatherings more than any other events which only 5 of the OEs chose. So, the difference in choice is seen between OEs and MCS.
- 59% of the Employees wants themselves to be grouped among their department for any engagement activities and 33% of employees chose to be grouped among friends. It is noted that employees are more comfortable among their departments.
- 40% of the Employees have said that displaying Previous Year's Awards/rewards/ performance done by employees excites them and motivates them to participate. In which 37 respondents were OEs, only 3 were MCS. 34% of the respondents are excited when company provides them

- accessories like T-shirts, equipment's, etc., In that 24 of them were OEs and 10 are MCS. We again confirm that MCS's have different likes than OEs.
6. 63% of the respondents strongly agree that aligning employees into teams help boost Employee involvement in activities and events.
 7. 59% of the respondents strongly agree that accessories with team colours /symbols provided by the company helps build a healthy competition, and more participation.
 8. 48% of the respondents only agree with the statement” Scheduling of activities helps employees to plan for the events and also makes them involve to the fullest.” And 29% have strongly agreed with the statement. So, Scheduling activities by the organization makes employee plan for the event and also make them anticipate for the event.
 9. We get a mixed reply of Strongly agree and Agree among the respondents for “The company needs an active Social media page or portal to increase Employee participation by showcasing the events and Rewards regularly.”. We can also see that having a social media platform like a page which interacts with the Employees and develops interest and participation among them can surely increase Employee morale and performance and make them really engaged with the Organization. So, it can be advised to set up a Social media page or portal for Employees alone, exclusively for interaction and Engagement activities.
 10. About 76% of the respondents have strongly agreed that “Asking for input and knowing employee suggestion is a good way to build interest and excitement for the events.”. We can also observe that both the category workers strongly agree with this. So, it is suggested that Employee surveys can be done regularly for getting employees suggestion, and also decentralization of the power to decide about the events to be held and steps to taken to implement them can be discussed. This step can also be done via the Social media platform suggested in point 12.
 11. 43% of the respondents agree with “Making catchy titles for events/activities generate interest and increases sign-ups for the events.”, 18% strongly and 20% have given neutral opinion. So, majority of the respondents feel that giving a catchy title to an event interests them to participate.
 12. It is observed there is a mixed reply among the respondents for their reason for not attending or involving in Employee engagement activities. Personnel or unexpected reasons cannot be taken care easily as it is respondents' emergency situation. And also it is suggested that the organization make new engagement activities rather than the tradition events which were conducted as respondents have responded that the current activities are not exiting.
 13. 79 of the respondents have responded that display of Awards or Rewards won the by the employees have motivated them to participate in engagement activities. So, it is suggested that the organization display every events and accomplishments by employees too.
 14. It is also suggested that the company can make its own monthly journal which can show the company's progress and engagement activities conducted in each branch or plant. This can motivate every employee regardless which plant or office they work and also keep them in check about the modern ways and technologies regarding their field. This also makes them possible to know about the company's progress and achievements regularly. This also possible for having an internal competition among each plants for making new achievements by knowing more about each other's progress than before.

CONCLUSION:

All the respondents have said that they are Engaged with the company. To further strengthen their engagement with the company the stated suggestions can be implemented with proper discussion and validation. So that, the steps taken by the company to create interest in Employees for upcoming Engagement activities can improve and made effective. By recalling what the British entrepreneur Richard Branson said, “Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients.”, the way an organization hosts its employee engagement activities are always noted and evaluated by the employees regularly. Which in turn affects the Employee retention rate, production rate and unknowingly it also affects the image of the Organization and its popularity among the public.

17. BIBLIOGRAPHY:

1. <https://blog.vantagecircle.com/benefits-of-employee-engagement/>
2. EMPLOYEE ENGAGEMENT: A LITERATURE REVIEW Nalini, Dr. Khyser Mohd, Research Scholar, Associate professor, Dept. of Business Management, Telangana University, Nizamabad, INDIA
3. (PDF) Employee Engagement in Indian Banking Sector: A Review of the Literature (researchgate.net)
4. <https://www.mcveigh.com/6-ways-build-excitement-important-business-event/>



Employee Engagement: An Experience Study

Dr. Vidhya K

Assistant Professor,
LEAD College of Management,
Palakkad

Dr. V. Mohana Sundari

Assistant Professor (SG),
Department of Management Studies,
Saveetha Engineering College, Chennai

ABSTRACT

Communication between employees is referred to as employee engagement. It is a Employees' positive attitude toward the organization and its values. It is rapidly In today's workplace, they are becoming more popular, useful, and important. They have a number of impacts on organizations. Engagement challenges are related to employee engagement, according to HR practitioners. The experiences and treatment the employee has at work. Engagement is less about a job and more about how the employee engages in the workplace when performing the job and how the employee engages in it.

This paper aims to present the importance and effects of employee engagement in the manufacturing sector, from the viewpoint of a mid-sized company manufacturing sheet metal press components.

The study was conducted in a company around Chennai (July 2011) on 118 respondents through the distribution of structured questionnaires to employees.

The study found that employees were satisfied with their commitment to their employers in many ways. Employees are generally engaged in their company and have a positive attitude.

INTRODUCTION

Engaged employees are committed to and involved in the organization and its values. Employees who are engaged understand the business context and strive to improve performance within the job for the benefit of the organization. Positive attitudes toward the organization and its values are held by its employees.

Kahn, (1990) conceptualized engagement at

work as harnessing the self-expression of organizational members. People engage in role performances by expressing themselves physically, cognitively, and emotionally. The commitment of employees to stay with the organization is a sign of engagement.

An individual who is fully engaged in his or her work is able to maximize his or her potential and is enthusiastic, energetic, focused, and committed to the task.

Stay–Desire to be a member of the organization

Say–Speak positively about the organization

Strive – Go beyond what is minimally required.

Employer-employee relations need to be developed and nurtured so that employee engagement can be used as a barometer to determine whether an employee is identified with the organization.

IMPORTANCE OF EMPLOYEE ENGAGEMENT:

High performance levels and superior business results are closely related to an organization's ability to manage employee engagement. Engaged employees have the following advantages:

- Employees who are engaged with the company will stay with the company, become advocates for the company and its products and services, and contribute to the success of the company's bottom line.
- In general, they are more motivated and perform better.
- Profitability is strongly correlated with employee engagement.
- They form an emotional connection with the company.
- This affects their attitude towards the company's clients, thereby improving

customer satisfaction and service levels

- In addition to building passion and commitment, it aligns the goals and strategies of the organization.
- Enhances the trust of employees in the organization.
- Enhances employee brand ambassadorship.

OBJECTIVES OF THE STUDY:

- Identifying and diagnosing employee engagement factors.
- The impact of engagement effort on individual outcomes will be examined.

NEED AND SCOPE OF THE STUDY:

The result will be a reduction in attrition and an increase in productivity and profit. Employee engagement and commitment to the organization's growth will be examined and discussed.

REVIEW OF LITERATURE:

Topic: story telling (A new tool for Employee Engagement) HRM-Review, December 2009.

Storytelling is a very powerful tool for business leaders to get across their business messages and engage their employees deeply. Business leaders seem to have discovered the power of storytelling to engage employees of late. It explains why a company uses storytelling, how it is done, and how it is communicated to employees in order to engage them.

In order to reach those who truly matter—the employees—business leaders and executives can use their strong emotional powers to tell their stories. In every conceivable way, stories can bring life to the business messages leaders intend to convey. The use of stories allows leaders to communicate messages in an effective, engaging, and compelling manner. An employee can be motivated, elevated, inspired, challenged, spurred, exhilarated, and excited by stories.

In addition to showing exemplary leadership practices, storytelling also shows how to share a compelling vision, provide the appropriate environment, provide power, and engage the heart and soul of the employees.

Employee engagement towards retention - Insight from the real world, HRM review March 2009

An overview of motivation practices used by various sectors is given in this article. An enthusiastic team will be better equipped to succeed while lackluster employees will drag the company down with them. In a 2005 Gallup survey, 24% of Japanese workers were "actively disengaged" at work, and as a result, Japan lost \$232 billion in productivity annually as a result of their lowered motivation. According to the US government, 14% of the workers are actively disengaged, while in Singapore, 12% cost \$6 billion. According to a recent report, failing to retain the best people can lead to a 40% loss in profit. People who trust their employers, take pride in their work, and enjoy working with each other are in a great place to work. Thus, trust, pride, and safety are the cornerstones.

Employee engagement and manager self-efficacy: - Fred Luthans, Suzanne J. Peterson, (2002), Journal of Management Development, Vol. 21 Iss: 5, pp.376–387

It is becoming more important to analyze human resources and how they are managed to gain competitive advantage, despite technology still dominating. Despite this, many complex questions remain. First, this study examines employee engagement from a theoretical perspective. An empirical study is then conducted to examine the relationship between the psychological state of self-efficacy of a wide variety of managers (n = 170) and the measures of their employees' engagement (an average of about 16 per manager) and their effectiveness as a manager. An analysis of the statistical data indicates that employee engagement and manager self-efficacy are partially mediated by the manager's self-efficacy. Employee engagement and manager self-efficacy may together more positively influence manager effectiveness than either predictor alone, according to these findings. This paper discusses how effective management can be developed and practiced.

Employee engagement (A mantra for HR

Managers) HRM-Review, August 2009

Productivity is not only measured in terms of profit, new products, customer satisfaction, or employee engagement, but also in terms of employee engagement. The term "engaged employee" refers to an employee who is committed and has a positive attitude towards their work. For an organization's survival, human resource (HR) managers must improve employee engagement. Furthermore, it discusses the benefits, key indicators, and factors that influence employee engagement.

Employee engagement, The Human Factor, July 16-August 15, 2010

A motivated workforce is good for any organization, according to HR professionals. An evaluation of the engagement landscape and factors that contribute to successful employee engagement initiatives is conducted by the human factor with input from practicing managers and industry leaders.

Dr. Wilfried Aulbur, MD and CEO, Mercedes-BENZ India Pvt. Ltd.

Employee engagement is about knowing you are making a difference, making an impact, while having fun at work, being able to relax, and enjoying your job.

Dr. Mukesh Batra, CEO & Founder, Dr. Batra's Positive Health Clinic Pvt. Ltd.

A good accommodation is always a motivation for those working outside of the city. In order to motivate our medical team, we offer higher pay packages than the industry standard.

Kishor Patil, CEO & MD, KPIT Cummins Infosystems Ltd

At KPIT Cummins, employee engagement is about employee participation and intrapreneurship.

Ajai Chowdhry, Founder, HCL, and Chairman & CEO, HCL Infosystem Ltd.

Our initiatives are aimed at enabling employee engagement, which is the most critical aspect of the running of an organization. In response to employee feedback, we analyze each input and take action based on those findings.

RESEARCH METHODOLOGY

In this study, facts or information already

available are used and analyzed to make critical evaluations of the material in an analytical manner. The sampling strategy involves non-probable (convenience) sampling, which includes study objects that are conveniently located, willing to provide the pertinent data, and, in the process, offers an advantage of saving money and time. From 214 employees, 118 have been selected on the basis of convenience and data has been collected using the structure questionnaire. A Chi-square test has been conducted to determine the significance of the relationship between the variables.

ANALYSIS AND INTERPRETATIONS

| S. No | Statement | SA | A | NA-NDA | DA | SDA |
|-------|---|---------------|---------------|---------------|---------------|---------------|
| 1 | When working, my company inspires and motivates me to perform to the best of my abilities – every day | 14 (11.8%) | 59 (50%) | 34 (28.8%) | 10 (8.6%) | 1 (0.8%) |
| 2 | The people here are pleasant and co-operative to work with | 18 (15.3%) | 71 (60.2%) | 27 (22.8%) | 2 (1.7%) | 0 (----) |
| 3 | There is someone at work who encourages my development | 12 (10.2%) | 59 (50%) | 38 (32.2%) | 7 (5.9%) | 2 (1.7%) |
| 4 | My opinions and ideas seems to be a matter | 14 (11.8%) | 50 (42.4%) | 42 (35.6%) | 11 (9.3%) | 1 (0.9%) |
| 5 | I feel the way my company treats the existing employees and the new joiners is quite fair | 18 (15.3%) | 58 (49.2%) | 33 (27.9%) | 6 (5.1%) | 3 (2.5%) |
| 6 | All employees in this organization are treated equally | 10 (8.5%) | 56 (47.5%) | 42 (35.6%) | 7 (5.9%) | 3 (2.5%) |
| 7 | Our company vision and mission is clear to me | 26 (22.1%) | 69 (58.5%) | 20 (16.9%) | 3 (2.5%) | 0 (----) |
| 8 | I have a clear idea of the role of my present job in my company | 18 (15.3%) | 67 (56.8%) | 22 (18.6%) | 9 (7.6%) | 2 (1.7%) |
| 9 | As compared to other places the benefits that I get here are competitive enough | 3 (2.5%) | 12 (10.2%) | 39 (33.1%) | 44 (37.3%) | 20 (16.9%) |
| 10 | Overall, I am extremely satisfied with my job/ company/work place | 9 (7.6%) | 43 (36.4%) | 57 (48.3%) | 3 (2.6%) | 6 (5.1%) |
| 11 | I would recommend the organization as a good place to work | 10 (8.5%) | 49 (41.5%) | 46 (38.9%) | 12 (10.3%) | 1 (0.8%) |

Chi-Square Test

Ho :There is no significant relationship between overall, employees are extremely satisfied with the company and recommend it as a good place to work.

H1: There is significant relationship between overall, employees are extremely satisfied with the company and recommend it as a good place to work.

O=Observed frequency

E = Expected frequency

Calculated Value = 30.03

Degree of freedom =

$(r-1) \times (c-1) = (5-1) \times (5-1) = 16$

Level of Significance = 5%

Table Value = 26.296

There is a difference between the calculated value and the table value in this case ($30.03 > 26.296$). As a consequence, reject H0. Employees recommend the company as a good place to work as a result of their overall extremely satisfied with the company.

Table 1.2

| Recommend this Organization | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Row Total |
|-----------------------------|----------------|-------|---------|----------|-------------------|-----------|
| Overall extremely satisfy | | | | | | |
| Strongly Agree | 2 | 6 | 1 | 0 | 0 | 9 |
| Agree | 5 | 22 | 12 | 4 | 0 | 43 |
| Neutral | 2 | 17 | 31 | 6 | 1 | 57 |
| Disagree | 1 | 1 | 0 | 1 | 0 | 3 |
| Strongly Disagree | 0 | 3 | 2 | 1 | 0 | 6 |
| Column Total | 10 | 49 | 46 | 12 | 1 | 118 |

Table 1.3

| O | E | (O-E) | $\frac{(O-E)^2}{E}$ | $\frac{(O-E)}{2/E}$ |
|-------------------------|------|-------|---------------------|---------------------|
| 2 | 0.7 | 1.3 | 1.69 | 20.14 |
| 6 | 3.7 | 2.3 | 5.29 | 1.43 |
| 1 | 3.5 | -2.5 | 6.25 | 1.8 |
| 0 | 0.9 | -0.9 | 0.81 | 0.42 |
| 0 | 0.7 | -0.7 | 0.49 | 7 |
| 5 | 3.6 | 1.4 | 1.96 | 0.54 |
| 22 | 17.8 | 4.2 | 17.64 | 0.99 |
| 12 | 16.7 | -4.7 | 22.09 | 1.32 |
| 4 | 4.4 | -0.4 | 0.16 | 0.03 |
| 0 | 0.4 | -0.4 | 0.16 | 0.4 |
| 2 | 4.8 | -2.8 | 7.84 | 1.63 |
| 17 | 23.6 | -6.6 | 43.6 | 1.85 |
| 31 | 22.2 | 8.8 | 77.44 | 3.48 |
| 6 | 5.8 | 0.2 | 0.04 | 0.0068 |
| 1 | 0.5 | 0.5 | 0.25 | 0.5 |
| 1 | 0.3 | 0.7 | 0.49 | 1.63 |
| 1 | 1.2 | -0.2 | 0.04 | 0.03 |
| 0 | 1.2 | -0.2 | 0.04 | 0.03 |
| 1 | 0.3 | 0.7 | 0.49 | 1.63 |
| 0 | 0.02 | -0.2 | 0.04 | 2 |
| 0 | 0.5 | -0.5 | 0.25 | 0.5 |
| 3 | 2.5 | 0.5 | 0.25 | 0.1 |
| 2 | 2.3 | -0.3 | 0.09 | 0.03 |
| 1 | 0.6 | 0.4 | 0.16 | 0.26 |
| 0 | 0.05 | -0.05 | 0.0025 | 0.05 |
| Calculated Value | | | | 30.03 |

FINDINGS & SUGGESTION:

- Researchers found that the majority of respondents (50%) agree that the company inspires and motivates them to perform at their best every day when working.
- The majority of respondents (60%) said the people here are pleasant and cooperative.
- This organization treats all employees equally, according to nearly half of respondents (47%).
- There is a clear vision and mission for their company for 60% of the respondents.
- A majority of respondents (48%) agreed that their job/company/workplace overall was extremely satisfying.
- Generally, employees are extremely satisfied with the company and recommend it as a good place to work.
- Employee suggestions and innovative ideas would improve efficiency if the organization considered them.
- The performance of the employees could also be rewarded with non-financial incentives.
- For individual and group development, employees must be provided with better career development opportunities.

CONCLUSION:

In order to recognize employees' potential contributions, it is important that they are valued. It is important for employees to know that their input matters a lot and that it contributes meaningfully to the organization. In order to compete for talent, we must be very good at attracting, motivating, and retaining talent. In today's work environment, employees feel they are placed at jobs that break monotony and make them enjoy their time at the company. Consequently, they are committed to growing and developing the organization. Employees should be provided with all the personal services they require and motivated to the maximum extent possible, so that they put in their best effort.

REFERENCE:

1. Archie Thomas, CMA, and Ann MacDi anmid ,(2004): “Encouraging Employee Engagement”, CMA Management.
2. Fred Luthans, Suzanne J. Peterson (2002), “Employee engagement and manager self-efficacy”, Journal of Management Development, Vol. 21 Iss: 5, pp.376–387
3. Gretcher Hoover,(2005: “Maintaining Employee Engagement when communicating difficult issues”, Communication World.
4. Jteresko (2004): “Driving employee engagement”, www.industryweek.com.
5. Steve Batts, (2004): “Getting engaged”, HR Magazine Society for Human Resource Management.
6. “Employee Engagement”, The Human Factor, Jul 16-Aug 15, 2010
7. “Story Telling: A new tool for Employee Engagement”, HRM Review, Dec 2009.
8. <http://retention.naukrihub.com/employee-engagement-drivers.html>



Employee Engagement And Retention Strategies

Mr. Jayakara G. Shetty

Senior General Manager – Corporate HR
Sansera Engineering Limited.

ABSTRACT :

In the current era every organisation is striving for improving the stake holder's value. The stake holders may be the Investors, Public, owners, the immediate customer, end user or the statutory authority which in general depicted in Vision & Mission of any Business. The business which believes in empowering and engaging the employee in its business is depicted in the Vision and Mission of the organisation. These Vision and Mission are endorsed by statement of the Shared Values of the business which generally emphasis on value for its customer, focus on individual employee, team work to get results through group task, accountability of the department, integrity towards their work, ESG which in general terms called as customer and employee loyalty towards the organisation. In business context, an motivated & engaged employee is more focused, dedicated, loyal, added with focus on team work, competitive in terms of knowledge, result oriented and with positive attitude towards the organisation. This article provides insight on the employee engagement in relative terms of dedication and team aligned with organisation vision, mission and shared values. What are the characteristics of a leader to drive the team in a focused and positive way which results ultimately in sustaining the stake holders' value?

KEY WORDS :

Stake holders, organisation, employee, team work, competitive, value

INTRODUCTION :

In todays' volatile economy, it remains a challenge whether engaged employee can be retained in an organisation or not and lot of thought process has gone into the system of managing employees. In this study, how important the mission, vision and shared values plays an important role in shaping organisation culture which in turn give a good result in terms of committed employees in this competitive world. I have also studied few

financial reports in which the statement related to employee engagement is specifically highlighted. In this study I have tried to justify the how important creation of ownership feeling among the employees. In short the organisations need to groom, engage and retain employees for the faster and steadier growth. How the different techniques the organisation are using for engaging and retaining the employee need to be analysed?

This in-fact shows the eagerness of the management to promote employees thought process towards the organisational development, sense of ownership, mutual understanding, team work which in turn make them richer by way of dividend, periodical financial benefits, discounted stock buying option etc. which in turn support their livelihood too.

REPORT REVIEW, RESEARCH PAPERS AND ARTICLES PUBLISHED IN VARIOUS PEER REVIEWED JOURNALS, PAPERS:

'Employee Engagement' cannot be a cosmetic intervention in enhancing commitment towards job, motivation or productivity. Corporate culture has an important role in enduring positive impact of such engagement programs. Employee engagement has a direct impact on the employee's productivity.

One of the tools used by the organisation option of participation in ESOP, discount offer on stock, productivity incentive, production incentive, target based profit sharing, flexible working hours, hybrid working, reduced days of work etc.

ESOP:

There are many Indian organisations have used the tool of ESOP as one of the promotional activities for engagement of employees. Few of the major organisations are :

- Adarsh Co-operative Bank.
- National Agricultural Cooperative Marketing Federation of India (NAFED).
- Indian Coffee House.
- Indian Coffee House.

- Aavin.
- Horticultural Producers' Cooperative Marketing and Processing Society (HOPCOMS) and others.

Very interestingly Post pandemic majority of the start-ups have allotted a big volume of shares for Employee Stop Option Plan to create a sense of ownership to the employees. There are 100 Indian companies have entered the 100 Cr.

PRODUCTIVITY INCENTIVE:

As per the study of Dr. Cross Ogohi Daniel “Organizational culture significantly moderates the relationship between incentive management and employee employee's productivity at a 95% confidence interval. The results of the analysis supports the assertion that the incorporation and adoption of incentive systems, processes and structures considered as fair, just and equitable further enhance the work behaviour of workers and employees of the organization, bringing about improved employee's productivity and productivity”

As per Adryan Corcione “Employee incentive programs like rewards or discounts may sound good in theory, but they're not always as beneficial as they seem. They could be useless and unappealing, even if you've put a lot of effort into putting them together. While workplace incentives are positive ways to show appreciation for exceptional employees, some programs are difficult to use or simply don't matter to workers”. as per sodexo website “if you're new to the incentives and recognition scene, an incentives programme is a scheme or activity that a business implements to motivate and encourage employees to perform better, experience greater job satisfaction or meet specific goals”

A study on the concept of Employee Loyalty and Engagement on the Performance of Sales Executives in GHANA shows that “there are significant linear correlations among employee loyalty, engagement and performance. The study also showed significant positive correlations of human relation, leadership style, job content, personal development, creativity and their effect on employee loyalty. It is recommended that management of the banks should pay attention to employee loyalty and engagement in order to meet their target performance”.

The SEBI Guidance for protecting interest of the stake holders is specified in “Annexure II PRINCIPLE 4” Businesses should respect the interests of and be responsive to all its stakeholders

As reported in financial results in SEBI “Paytm, Zomato top brass rewarded with hundreds of crores of ESOP payouts in H1FY23 Top managers of Paytm got ESOPs worth Rs 564 crore in H1, those of Zomato got ESOPs worth around Rs 380 crore; In a regulatory filing, Zomato has disclosed that it recorded Rs 380 crore of such expenses towards KMPs in the first half of FY23. While Zomato recorded a net loss of Rs 435 crore in H1, the figure was Rs 1,217 crore for Paytm. At a time when new-age companies like Paytm, Zomato, Policybazaar and Delhivery have struggled to show a clear path to profitability, market observers and analysts are sceptical of [large ESOP grants to the top brass. More often than not, founders turn out to be the biggest beneficiaries of such dole-outs.](#)”

As per the research report on Organisational Culture and Motivation as Instigators for Employee Engagement by E. T. Evangeline and V. P. Gopal Ragavan: “Engagement is an outcome of healthy culture and motivated employees”. Successfully managing the employee encounter is one of the toughest challenges businesses face today. The top-performing companies know that an Employee Engagement strategy that is linked to bottom-line outcomes will help them win in the marketplace. Business and corporate houses should rewind their strategies towards shaping the organization culture as well as Employee Motivation by using 2015 as the time of change. Business and HR should understand that engaged companies attract the best talent, has lowest attrition rates, high productivity, employee satisfaction, customer satisfaction and carries more sustainability. By focusing on leveraging the right Organization culture, Employing Intrinsic as well as extrinsic rewards, companies can improve retention and financial performance thereby paving way to lead a healthier competitive advantage.⁹

FINDINGS :

With the above referred articles, reports, it is

justified that :

1. Protecting the Stake holder's interest is most respectable aspect of an organisation.
2. Culture is important to the employee engagement and retention in an business.
3. Workplace incentive is preferred than the productivity incentive.
4. Employee motivation by way of Sales incentive is the key for employee engagement and retention.
5. Always ESOP Schemes are not related to profitability of the business as few of the

recent ESOP's are given by non-performing organisations too as well only to retain and engage the employees in the organisation.

WAY FORWARD :

Though lot of inputs taken from the published articles, websites of various companies' views, it is important to take this study further and hence the research scholars are invited to take this study forward.

I am grateful to the researchers whose documents are referred for this study.

REFERENCES

- Convención de las Naciones Unidas sobre el derecho del mar. (2013, December 31). Derecho Del Mar Boletín, 2012(79), 1–14. <https://doi.org/10.18356/3bafd891-es>
- EMPLOYEE ENGAGEMENT - A KEY TO ORGANIZATIONAL SUCCESS IN 21ST CENTURY. (n.d.).
- List of Companies Offering ESOP in India | Companies with ESOP. (n.d.). <https://especia.co.in/post/list-of-companies-offering-esop-in-india>.
- List of Companies Offering ESOP in India | Companies with ESOP. (n.d.). Retrieved November 29, 2022, from <https://especia.co.in/post/list-of-companies-offering-esop-in-india/>
- Organisational Culture and Motivation as Instigators for Employee Engagement. (n.d.). Indian Journal of Science and Technology, Vol 9(2), DOI: 10.17485/ijst/2016/v9i2/86340, January 2016.
- A Study on the Concept of Employee Loyalty and Engagement on the Performance of Sales Executives of Commercial Banks in GHANA Alexander Preko alexpreko75@gmail.com Wisconsin International University College, Ghana John Adjetey jadjetey22@gmail.com Head of Sales Sun Electronic Ltd. Hisense Ghana Citation}. (n.d.).
- Business responsibility and sustainability reporting by listed entities Annexure2_p.PDF (sebi.gov.in). (n.d.).
- Paytm, Zomato top brass rewarded with hundreds of crores of ESOP pay outs in H1FY23 (moneycontrol.com. (n.d.). <https://www.moneycontrol.com/news/business/startup/paytm-zomato-top-brass-rewarded-with-hundreds-of-crores-of-esop-payouts-in-h1-9602181.html>
- Effects of Incentives on Employees Productivity Dr. Cross Ogohi Daniel Departments of Public Administration/ Banking and Finance, Nile University of Nigeria, Abuja, Nigeria. (n.d.). Retrieved November 29, 2022, from <https://file:///C:/Users/sansera/Downloads/EffectsofIncentivesonEmployeesProductivity.pdf>
- Business News Daily Contributing. (n.d.).

BIBLIOGRAPHY

| | | |
|------|---|--------------------------------|
| ESOP | - | Employee Stock Option Plan |
| SEBI | - | Stock Exchange Board of India |
| HR | - | Human Resource |
| Cr | - | Crore |
| ESG | - | Enviromental Social Governance |
| KMP | - | Key Managerial Person |



Learnings about Employee Engagement – A Case Study.

Dr. Milind Kulkarni

HR Consultant & Certified Executive Coach

Abstract

Employee Engagement is a Philosophy of Management and a Business Strategy. Engaged Employees fuel for growth of the organisation. It requires all out dedicated and sustained efforts of Organisation to pursue Mission of Employee Engagement. It is a continuous process to keep Employees Engaged and Excited. Excited Passionate Employees can perform beyond expectations. The Journey of each organisation of Employee Engagement will be unique, and custom made, by which Employees will genuinely Speak good about the Company, Stay with organisation (reduced attrition, Absenteeism), and Strive to achieve Business Objectives of the Organisation.

Researcher has shared a Case Study of one Organisation where he has played active role in the process as a Head of HR and shared his first-hand Learnings about the process and results achieved. In Case Study, Researcher has explained the Background including Model of Employee Engagement, Situation before embarking on the Journey, 19 Core Strategies/Actions which were adopted by the Organisation, narrated Results achieved after second Survey after 4 years and Concluded with 8 points for HR Colleagues to ponder.

Keywords –

Engagement, Measurement, Assessment and Certification, Hewitt Model, Listening, Career progression, PMS, Communication, Competencies Mapping, Role Clarity, Customer Orientation, job satisfaction and enrichment, Development Plan, Total Reward Model, 3X3 Matrix, Succession Planning, Resolution of Grievances and Irritants, Exit Interview, Appreciation and Reward/Recognition, Work Life Balance, Coaching/Mentoring, Innovation/Creativity, Suggestion Scheme.

A) Introduction

Researcher worked as HR Head of a Large Petroleum Refinery (Second largest in India by size, capacity), which was part of a Large Indian Conglomerate, which consciously embarked on the journey to improve Level of Employee Engagement within the organisation as a part of their ambitious Growth Plan. Researcher was a part of the core group which led the journey of improvement in Employee Engagement. Hence Researcher had first-hand experience and had an opportunity to observe the Journey from close corners and play active role in the process. Researcher being keen learner and with his analytical mind, had drawn his own unique learning points, based on his first-hand experiences, which are shared in this Research Article.

B) Background:

Need: The Organisation was in an ambitious growth phase, through expansions, acquisitions and venturing into new businesses through forward/backward integration etc. The Top Management team, as a Business Strategy realised that, to sustain the growth and scale up of the Organisation, it essentially needs stable and engaged workforce at all levels.

Need was felt to adopt to one central theme/Philosophy to shape up the action plan. After evaluating presentations and offerings of various Internationally acknowledged Consulting Firms, and after through Brain storming, it was decided to adopt to the AON Hewitt' Model of Employee Engagement, which was closer to the Vision/Mission/Values of the Organisation.

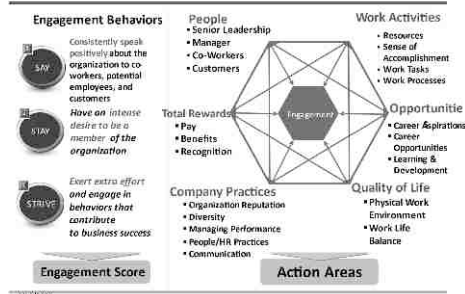
The Basic module of Employee Engagement can be summarised as follows:

1. The basic indicator of Employee Engagement is – What employee SAY

(formal/Informal talk) Whether they STEY (Attrition) with the organisation and Whether they STRIVE (Contribution) for the growth of the Organisation.

- There are 6 basic Drivers of Employee Engagement namely People, Work Activities, Opportunities, Quality of Life, Company Practices and Total Rewards, and each Driver has 3-4 Sub Drivers. We selected 21 Sub Drivers, relevant to our structure/style etc.

Aon Hewitt's Employee Engagement Model



Hewitt organised through orientation for Core Group and then conducted overview session the entire workforce of the organisation to get aligned to the basic philosophy of Employee Engagement.

Employee Engagement Model

- Aon Hewitt's research indicates that organizations with Engagement scores above 65% consistently deliver better business results. Engagement scores below 40% tend to erode an organization's ability to deliver on its objectives.



Source: Aon Hewitt Engagement Database

C) Initial Survey of Employee Engagement and Result:

Hewitt conducted systematic Employee Engagement Survey at all Businesses, converting all Levels of Employees. The Combine score was arrived at 57, which indicated that the average employees of the

Organisation were in the range of INDIFFERENT, which indicated that though they were not in the negative range of Destructive and Serious Range, however they were not in the positive range of High Performance, which was desirable to sustain ambitious Growth plans of the Organisation.

That year the Best Employer with Highest Employee Engagement Score, in India, was Aditya Birla Group, with the average Employee Engagement score of 82. It was decided to Benchmark against this organisation. And the exciting Journey (Mission) of transition from Employee Engagement Score from 57 to 82 started. The target was set and communicated to Leadership Teams of all Businesses. It was decided to conduct Hewitt Employee Engagement Survey after every 2 years to understand status of the progress and midway course correction, if required.

D) Core Strategies to improve Employee Engagement:

- Engagement for whom?** Engaging all employee is a myth. Rather than trying to Engage all Employees, it was decided to identify critical and vital few – High Performing and High Potential (HPHP) employees who are growth drivers for the Organisation and Ring Fence them, Nurture them, Ensure that they will stay around and contribute towards the Growth of the Organization. It was decided to target Employees having potential to perform future role – which is key critical for the continuity of Business. Concentrate on Employee who will be able to influence larger Team/Groups and Employees, who are ambitious and who will take conscious efforts to develop themselves to contribute better for the organisation. This was decided to be the Target Audience for the Engagement Activities.
- Ownership and Fulcrum** – It was decided that Top Management of the Organization

will be the 'Owner' of the Talent (HPPH and Key Critical) of the Organization and their respective Line Managers will be 'Fulcrum' who will play pivotal role in Ring Fencing/Nurturing the Talent. HR will play a supportive role as Trusted Friend, Philosopher and Guide for the Talent Pool. The Employee Engagement activities designed by Top Management, which were implemented through Line Manager will be supported by HR through Awareness, Involvement and Empowerment of Line Manager.

3. Employee Engagement is an Agenda for entire Leadership of the Organization.

People Committee (PC) were formed – with representation of all Businesses, all locations, all streams of functions, all levels of Organizational Hierarchy etc.

Sub committees were formed for each of main Drivers and Sub Drivers - for focused discussions/study and interventions. PC use to spearhead the Engagement Initiatives and direct different functions/departments to design, develop different engagement initiatives and implement it across the organization.

4. Customer Orientation – After identifying the Target Audience, it was necessary to treat them like a Customer and entire Organisation to develop culture of Customer Orientation to Understand Mind of Talented Employees – what they want/expect? What do they want? What are their Likes and Dislikes?

What are their concerns? What do they aspire for?

HR Function – designed & developed tailor made 'HR Products' to 'put ear to the ground' and gave feedback to PC. Conducted Focused Group Discussions (FGD). Structured interactions with different levels of Leadership Teams.

Periodical HR Pulse (Survey) conducted to seek feedback about HR Products/concerns/aspirations. Monthly Sampark Meetings –

to establish Dialogue with them. Started practice of periodical Town Hall Meetings. Exit Interview were analysed, and corrective actions were initiated.

5. Job Satisfaction and Job Enrichment – Employee Engagement Survey revealed that main concerns of Talented Employees are Job Satisfaction and Enrichment and Opportunities to grow Personally and Professionally.

With lot of internal brainstorming, it was decided that - Job Satisfaction is possible through enabling employee to become Competent to perform his/her assigned role and future role. To remain relevant / competent to the assigned role is primarily responsibility of a Job Holder. Organization has secondary responsibility of providing necessary assistance, support, motivation for the same.

6. Competency Mapping – At the first place Job Description were prepared for each job, with Duties (Routine and Occasional), Responsibilities, Exposure to external world, Authorities and Job Specifications with Qualifications, Experience and Skill Sets. This was followed by KSA (Knowledge, Skill, and Attitude) Analysis of each position which generated list of Technical and Functional competencies of each Job. KSA also provides scientific base for decisions regarding Selection, Training, Internal Transfers, Promotions, Rotations etc. Gaps Analysis revealed Gaps of Competencies of Job Holders – present and future. This led to the preparation of precise Development Plan for individual employees.

7. Role Clarity – From the EE Survey it was revealed that Talented Employees need Role Clarity which was provided through following:

- a. Competency Basket Framework (Combination of Technical/Functional Competencies, Managerial &

Leadership Competencies and Capabilities) provided required competencies (KSA) required to perform present and future jobs/roles.

- b. PMS Goals for the particular year (expressed in the framework of KPA,KRA,KPI prepared with Balance Score Perspectives) provided precise expected performance of the Job. Both contributed to provide for Clarity of Role.

8. Career Path : Since Talented Employee were interested in knowing Career Path for their Career Growth, company decided to take following steps:

- a. **Competency Basket** - Organization has different Functions/ Departments and streams of careers and Organizational Hierarchy has almost standardized levels in almost every Department/ Function. Competency Basket of each position in each Department/Function was prepared with clear differentiation of Competencies between 2 levels in the same Department/Function which were arranged in hierarchical manner.

Repository of Competency Baskets was made available in the Digital Library which was available to all employees. Competency Baskets were revisited and reviewed periodically to ensure that it will remain relevant with changing times.

- b. Career Ladder - A customized career path for every Talented Employee was prepared with defined Competency Baskets. Employees were given freedom and flexibility to choose his/her own career path. Career Ladders were automated and digitally linked to process of Assessment of Job Knowledge and behaviour (Thomas Profile) and further linked with learning process. A systematic process for Job rotations /assignments - across departments, functions, roles, locations was established. Process of Succession

Planning was also established.

- c. Career Dialogue - A formal 'Career Discussion' process was established for HPHP Talent with preparation of their individual Career Docket – with all relevant information like their Job Description, PMS Goals, Performance Assessment Reports, Supervisors observations, Assessment Records of Assessment of Technical Competencies, Behaviour traits, Career Aspiration was compiled. A Structured discussion was organised amongst Employee + Supervisor + HRM + Expert to ensure fulfilment of their career aspiration.

- d. Time Bound Development Plan- Time Bound Development Plan for each HPHP was prepared with various interventions like Training / Self Learning, E Learning Modules / Books/ Structured (inhouse or external) Classroom Training, Assistance to enrol for Educational Program, attending Conference, Seminars, Industrial Visits, Job Rotations, assignment of Special Projects, opportunity to work with Cross Functional Teams and opportunity to Shadow superiors to get exposure. The Responsibility of implementation of Development Plan was entrusted to the concerned Employee, his Supervisor and concerned HRM.

- e. Learning, Assessment and Certification - Customized Learning Interventions were facilitated to ensure that it will bridges gaps of Competencies of employees. Competency Basket was used as a Curriculum.

To Measure Progress of improvement in Competency (to be demonstrated in Performance), a system of Assessment was established with combination of Written Test, Skill Test, Interviews etc. and Progress Reports of individual employee was maintained.

On completion of particular module of Competency Level, a system of Certification was established. Those

Certificates of Competency were valid for the period of 2 years, after which employee is required to undergo process of revalidation with fresh test, calibrated with updated Competency standards. If a Talented Employee wish to grow to the next level position, he/she may secure Certifications of every component of the Competency Basket for that position and wait for the vacancy to occur for that position. On the occasion of position laying vacant, Employees who are Certified for those set of Competency Basket, were considered on merit & on priority.

9. Performance Management System – A Robust and Computerized PMS was established with steps like Communication of Expectations of Performance in the language of KPA,KRA,KPI in Balance Score Card method, with introduction of computerised Performance Diary (to track performance incidents) and systematic periodical assessment of Performance and Performance Review Discussions.

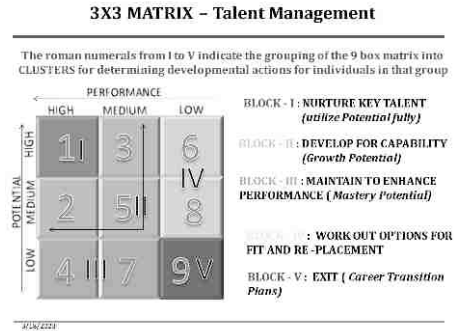
- Performance Ratings were given as below:
- Job Holders Performance re-defines organizational standard. (A+)
 - Job Holder performance significantly exceeds expectations. (A)
 - Job Holder performing meeting expectations. (B)
 - Job Holder Performance needs improvement. (C)

Potential Assessment was done based on the ability to perform higher role/s within period 2 to 5 years as follows:

- High** - 2 higher roles in 3 – 5 years,
- Medium** - 1 higher role in 2-3 years,
- Low** - No potential to grow in next 5 yrs etc.

Based on the Potential Assessment – decision was taken about Fast , Medium and Slow track of Growth for the Employee.

3X3 Matrix - Combination of Performance & Potential as follows:



Each employee was mapped on the 3x3 Matrix and suitable decision/action was taken in respect of the Career Progression of the person.

Promotion Policy – A Systematic Promotion Policy was articulated with due weightage to Performance & Potential rating (3X3 Matrix), Education, Residency period, Hot Skills etc. Numerical Model with cut-off points was designed. It was insured that promotion is granted only when there is substantial change in Role and Responsibility of the person.

10. Career Option – Next Move Portal. All vacancies across all Businesses, Functions, Locations were internally Advertised to all employees. Policy Decision was taken that external sourcing will not be done unless internal talent pool is exhausted. Any Employee will qualify to apply for the position provided he/she has acquired Competency Certification for that position and has 2 years residency in the present job. The internal candidates were subjected to systematic Assessment as like external candidates. If selected, employee was given organizational support for relocation, protection of seniority, continuity of service etc.

11. Succession Planning Process – all Key Critical Positions, with relevance to Business Continuity and Risk Management perspective were identified. Assessment was done based on Matching of JD/KSA to

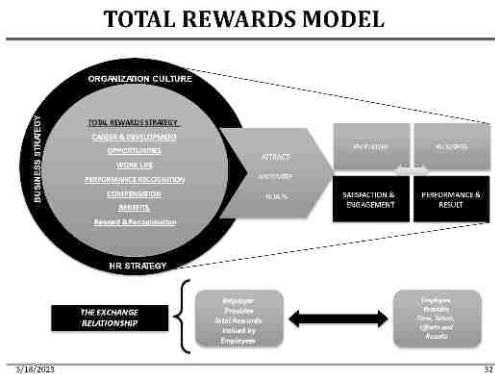
scout Close Fit Talent to be available to fill the position if need arises. Job Proximity was one of the criteria for the same. Based on Gaps in Competencies and Potential of absorbing Developmental Inputs, assessment of Preparedness was made, which was mapped as Bench Strength from Long Term, Medium Term and Short-Term perspective. This was Mapped on Organization Chart. Systematic Development Plan for identified potential Successors, was carried out, without formal announcement. Periodical structured Review were conducted to track progress.

replied within 48 hours or otherwise it will be escalated to higher authority. This was very systematically monitored.

Company also launched WHISTLE BLOWER Scheme wherein any employee can report any wrongdoing by any employee, irrespective of Level/function etc. which was directly accessed by Top Management and actions were taken without disclosing identity of WB.

Company also established SEXUAL HARASSMENT COMMITTEES which were actively monitored to ensure safe working environment at workplace.

12 Total Reward Model was adopted in designing Compensation Policy as follows:



14 Handling Irritants – Based on the feedback of the EE Survey, some common irritants (which cause hinderance in the process of EE) were identified and were proactively acted upon like:

Special efforts were taken to ensure Internal and External Parity of Salary bands within organisation.

To ensure Internal Parity, anomalous cases were identified wherein employees with comparable competencies were getting differential compensation and those cases were systematically addressed, over a period of time.

Practice was established that before hiring any external candidate, the Job Offer was compared with existing comparable employees. If it was unavoidable to pay higher salary to the new employee, proactive steps were taken to ensure compensation of existing employees was systematically increased to ensure internal parity, over period of time.

Company completed Job Evaluation exercise wherein Compensation was mapped with relative worth of jobs within organization, to ensure compensation was commensurate with relative worth of job and proactive corrections were given in case any Anomalies were observed in the process.

Salary correction in case of Resignation were grated only to the HPHP employees.

13. Proactive resolution of Grievances and Quarries :

The EE Survey revealed the need to proactively communicate to all employees, all relevant Policies of Management which impact them. Hence few proactive initiatives were taken like all HR Policies, Procedures, Formats were placed on Intranet with Free access to all employees. To generate Awareness, HR initiated Road Shows and Kiosks to reach out to every employee. Initiative like ASK HR to provide online support for any clarification was started.

Company also initiated HERE ME OUT scheme, wherein aggrieved employee can log through Email, with a commitment form Management that each complaint will be

Fitment norms were prescribed in case of Re-joining Cases.

Market Corrections were granted to the employees who were possessing HOT SKILLS - having shortage/demand in Labour Market to avoid poaching of such employees by competitors.

15 Appreciation, Rewards and Recognition-

The Culture of Appreciation was systematically inculcated through initiating practices like Appreciation Cards, Appreciation Hour etc.

Line Managers were empowered to give 'On the Spot Awards'.

Going Extra Mile (GEM) Scheme was launched wherein employees were granted Points based on their contribution, achievement etc. which can be redeemed for choose and purchase variety of items from the basket. GEM awards were given to Individuals and Teams.

GEM Champions was felicitated publicly and in presence of their family members.

Special achievement of employees were displayed at the Hall of Fame Wall.

16 Employee Communication – From EE Survey, need was realized to improve Communication with Employees.

Hence company started sharing information about Progress of organization on various fronts, with employees, through Emails, Intranet.

Group Interactions were organized at workplace.

Town Hall were regularly organized to provide open forum of discussion with access to all.

Employee House Magazine was published on Intranet.

All Senior Managers adopted to OPEN DOOR POLICY and started giving preference/priority to employees, if approached.

Initiatives like Coffee with CEO was started to provide avenue to New Joiners to interact with CEO informally.

Department Picnics and Get to gather provided avenue for employees to develop rapport with the Team.

17 Work Life Balance and addressing to needs of Members of the Employee -

It was realised that Engagement of Employee is connected with Engagement of Family Members of the Employee. Hence consciously family members were included in the process of EE Initiatives.

To address anxiety of Employees about quality education of their children, company improved quality of School education through improvement in infrastructure of School like Library/Laboratories/Sports Facilities etc. hiring Qualified Teachers, starting preparatory batches for securing admission at Engineering/Medical Colleges etc.

Company sponsored Ladies Club activities to provide avenues to wives of employees get engaged through Health Camps, Cultural Programs and Coaching classes.

Company built Mandir Complex and organised Health Camps, Spiritual discourses for aged parents of employees.

Company also extended Employee Assistance Program (EAP) of providing online Professional Counselling on diverse issues like Issues of Parenting, Handling growing teenagers, managing finances, handling stress and mental health etc.

18 Coaching and Mentoring – Top Leaders and Managers consciously adopted to Coaching and Mentoring as a preferred style to manage their teams.

Support of Executive Coaching was extended to managers who were transiting to superior positions.

19 Innovation and Creativity to think Out of Box – Company was working with paper thin margins of profit. Hence Cost Cutting, avoiding wastage was essential for the organisation.

Hence Company systematically inculcated

culture of Innovation and Creativity to think out of Box through various initiatives.

Company launched Suggestion Scheme with attractive prices. Talented Employees use to feel excited to work on such challenging projects. Top Management use to share current challenges faced by Organisation and Invite Suggestions. Within a year, company could implement various schemes to save cost and generated total saving of more than Rs 100 cr. This was one of the indicators that employees were STRIVING to contribute for betterment of the organisation.

E) Results:

1. During the First survey of Employee Engagement after 2 years, it was reported that level of Employee Engagement has improved from 57 to 72 but we were way away from our target of 82.
2. Encouraged with the improvement achieved, more vigorous efforts were made by all the Stake Holders during the second phase of the program.
3. During the Second survey of Employee Engagement after 4 years, it was reported that the Employee Engagement Level of our Organisation has improved from 72 to 85. This achievement was celebrated.
4. It was reported that the level of attrition has reduced from 22% to 9% out of which Regrettable Attrition was only 2%. The stable and engaged workforce contributed towards growth of the organisation.
5. During this period, due to higher performance levels of employees, Company was able successfully implement expansion of Refining Capacity and its Complexity to handle challenging Crude Oils. The Turnover zoomed to double, and Profitability also improved substantially. Company acquired two new Refineries, one in UK and another in Kenya.
6. The success story was reported with pride in the International Journal of AON HEWITT, which was apricated by many Organisations across the globe. Reputed Management Institute wrote Case Study on the journey of the improvement in the Employee Engagement with sustained efforts of the Organisation. This journey was also reported in Business Journals and was applauded in various Conferences and Seminars.

CONCLUSION:

This was CASE STUDY of one Company. The journey of Employee Engagement of each Organization might be unique, based on its issues and needs. Hence coping these initiatives might or might not work in another organisation. However based on experience of the Researcher through the Journey of this organisation, for the fellow HR Professionals, it is suggested that thinking on following lines may help them on their journey of Employee Engagement in their organisation:

1. Supply right tools, equip employees to perform – Training and Coaching – clarify Goals and responsibilities.
2. Give individual attention & Listen to them & encourage them to speak up – involve in brainstorming.
3. Get social and encourage informal interactions - fun.
4. Recognize good performance, achievements etc. proudly and loudly and give visibility to the Heroes.
5. Review communication tactics.
6. Culture of Teamwork & involvement in decision making process, stress on collaboration
7. Serve as a Mentor and help others to move forward.
8. Be flexible, tolerant and accommodate positive dissent.

All the Best to your journey of improvement in Employee Engagement. ■■

Employee Engagement, Satisfaction and Work-life balance association with Organisational Culture

Dr. Suruchi Pandey

Associate Professor,
Symbiosis Institute of Management Studies, Pune.

Ms. Neha Punjabi

Symbiosis Institute of Management studies,
Pune

Abstract

The present research is discussion on Study on 'Organizational Culture' and its Impact on Employees' Behaviour'. It depicts the behavioral traits of the employees working in IT Sector across the globe for three variables "Work-Life Balance (WLB), Employee Engagement (EE), Employee Job Satisfaction (JS)". The goal is to examine the overall causes of employee actions that are influenced by the company culture they operate and the relationship between them. The study was conducted during covid pandemic outbreak and further. Employees were mainly work from home . Organisations were facing challenges engaging employees and maintaining its culture.

The research methodology used is Descriptive research design and Statistical Quantitative Data analysis using SPSS and Excel. Snow ball sampling was used to collect data. An extensive questionnaire was used to conduct a survey. The questionnaire was in electronic format using Google form survey with respondents. A respondent was allowed to fill the form only once. This was done in order to avoid duplicity of response hence maintaining access to authentic data. The respondents were only employees who work in IT or have worked in IT sector. Likert scale Rating scale was used for the response collection. SPSS was used to analyze the data and calculate test score. The secondary data includes information gathered from research papers, articles, case studies available from the internet as well as from newspapers, magazines

The analysis was done through Regression,

Independent Samples t-Tests and One-way Anova to know the relationship between the above stated three variables and Organizational Culture. Anova for comparing the demographic information with the factors of Organization culture, Work-Life Balance (WLB), Employee Engagement (EE), Employee Job Satisfaction (JS). The study found that there is a prominent relationship between the Organizational Culture and Employee Behavior variables: Work-Life Balance (WLB), Employee Engagement (EE), Job Satisfaction (JS). 95 Males and 55 Females participated in the survey i.e. Males = 63.3% and Females = 36.7%. Demographic Variable: Gender plays no role in having impact on Employee behaviors variables (Work-Life Balance (WLB), Employee Engagement (EE), Job Satisfaction (JS) due to Organization Culture.

KEY WORDS:

Organization culture, Work-Life Balance, Employee engagement and Employee Job satisfaction.

INTRODUCTION

IT or Information technology deals with information. It is an information system using technology and computers to communicate with authorized users appropriately in a controlled manner. IT sector is considered a sub sector of Information and communication sector. It involves computer systems with Hardware, Software, Network, Infrastructure and associated other equipment. Today this also includes, electronics, telecom, internet, semi-conductors and e-commerce and more. IT

products, Software, tools, its maintenance and support, consulting and more form part of IT industry. BPO or what is called as call center etc. are also making big revenue in today's IT sector. In fact, with the AI and mobile technology there are more and more applications and products coming under the IT sector to replace many manuals and people dependent industries. IT is now a part and parcel of every industry. The present study is conducted for IT sector employees during outbreak of covid 19 pandemic. Employees were put to work from home and HR department Culture is associated with the behavior traits observed in humans. The information, beliefs, customs, capabilities, and habits of the people in their teams constitute a culture of that team. Culture is acquired by the humans through socialization which is depicted by the different variety of cultures across societies. There are different kind of cultures in various groups. Culture is transmitted through learning from generations to generations while biology is passed on by heredity. This can be seen in literature, in religion, in music, in cooking, in clothing etc.

ORGANIZATIONAL CULTURE

The distinct persona of an organization refers to its culture. It is an invisible but powerful force that impacts the behavior of the employees. Companies/Industries/Organizations can have different cultures from each other. There is no thumb rule about any culture to be followed across organizations. For e.g. Chinese or Japanese Manufacturing companies follows a work culture that is way different what Indian or American Manufacturing companies follow. They also follow culture of Honesty, Modesty and disciplined work habits to be followed Employees need to fit in to any of the culture that the organization is adapting .Due to which there can be several outcomes. Employee Behaviour can be expressed in form of EE, WLB and JS.

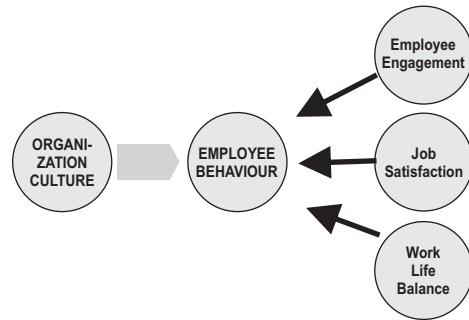


Figure 1. : Theoretical Framework of Organisation Culture Effecting Employee Behaviour comprising of Employee Engagement, Job Satisfaction, Work Life Balance.

Employee Engagement(EE) : Employee engagement is a strategy that can be accomplished by ensuring the ideal working environment for all workers of an company such that they give every day their maximum effort, are committed to the values and objectives of their company, are truly empowered to contribute to their corporate progress and have a better sense of well-being.

Job Satisfaction : It is described as the degree of fulfillment employees feel with their job and goes beyond their daily routine to cover comfort with colleagues / supervisors, policies and the effect on their personal lives.

Work Life Balance : It is purely a right balance achieved between professional and personal commitments.

LITERATURE REVIEW

Organizations have different kinds of culture of its own which influence the behavior and employee attitudes, satisfaction with job, performance and turnover. The organization's managing committee wants their workforce to identify with their values, beliefs, and norms; the purpose behind this is to familiarize their employees with the organizational system as well as to bind them together as a workforce so that they are given unity of direction. The

performance of the organization is behavior of the employees but not exactly the outcomes produced by employees. 'OCTAPACE' culture is to build a good and healthy organization. "OCTAPACE is referred as: openness , confrontation , trust , authenticity , proactive , autonomy , collaboration , empowerment and experimentation". Several researchers have globally studied work culture and employee performance in different sectors. Literature suggests that assessing the impact on employees performance especially from Indian perspective has not been much emphasized. The organizations should focus full attention to the culture to promote and accelerate employee performance. OCTAPACE has a fine, powerful effect on employee performance (Khan & Zia, 2019).

Researchers suggested that an attempt must be made by bridging the gap between employees' preferred practices and outlook towards them. They further opined that there was only limited evidence to assess the impact of organizational performance using these practices. The most important question has been why some organizations have succeeded while others didn't. For every organization, performance is its most important issue. Managers need to know the factors influencing the performance of an organization so they can initiate appropriate steps. Measuring efficiency was still not an easy task. In addition to competitiveness, its creativity and a coherent community that defines a company's legitimacy leading to its overall success. Apparently, workplace culture is the primary indicator of ultimate performance (Abu-Jarad, Yusof, Nikbin, 2010).

There was a study undertaken in Taiwan that focused on nurses in hospitals. Since cultural research is uncommon within the nursing field, it is important to look at how society affects nursing workers actions and how it impacts organizational outcomes. Culture within a company plays an important part in deciding whether or not it is a pleasant and safe place to function. The acknowledgement and appreciation of ethic will affect employee behavior and job behavior. Better coordination

between leadership and workers should be developed, as that will help them make a greater commitment to team cooperation and teamwork. In turn, they would be motivated to achieve the organization's mission and objectives while improving employee satisfaction. Leaders' behavior will be altered to accommodate the internal and external changes. Hence, it can be proposed that to track the impact on leadership behavior in future investigations, longitudinal research methods can be adopted. (Tsai, 2011)

As per Nigam & Mishra (2015) in their research paper, Culture is something in which one invests. The norms and values of any organization are not built through speeches but by team learning and actions. Employees take note of the elements of culture and form their perceptions accordingly. All management decisions for hiring, rewarding, promoting, and firing colleagues are judged by them. Organizations have specifically codified and incorporated practices to gain satisfaction from both clients and workers, regardless of their success in changing negative habits or disengaging workers from beliefs. Elements like openness, confrontation, trust, proactiveness, team building, collaboration, autonomy and career development are the building blocks of the culture. In spite of presence of openness and feeling of trust in the organization, the employees do not confront or challenge the existing practices. This shows that the organizations need to promote trust, team work, and collaboration at all the levels by creating opportunities to exercise and showcase these virtues. The employees hesitate when it comes to confronting, collaborating or voicing their views, as the existent culture and behavioral norms do not view these actions as positive or probably the prior experience or examples in the environment do not permit them to do so. When openness is promoted at workplace, employee needs and preferences are accommodated, 'the elements like proactiveness, better team spirit, confrontation and better conflict management at personal and professional level come in to force and result in

greater employee involvement and engagement'. Organizations must develop a conclusive organizational culture and also work extensively towards promoting its elements, so that a positive perception about the same can be created in the eyes of employees.

According to Ojo (2012), many psychologists have tried to define behavior for long time. There is no correct definition for Human Behavior yet. It looks like there will never be one as human being tend to change and each one is different from other. There may be a possibility to find few generics but the hard truth is that each person does things in their own way. Four parameters of 'Organizational Ideologies' namely Power based, People based, Task based, Role based.

Changing the workplace culture brings in a change in an employee's job actions. Therefore, for employees to learn and adapt to this work culture, these changes should be made easy.

Tianya (2015) case study mentioned organization fits an Onion model which consists of four aspects of culture: symbols, heroes, rituals, and values etc.

Kiradoo, 2018 study presents 'the organizational culture that encompasses personal or individuals' values of employees is likely to be successful in enhancing employee performance and commitment towards organization. Employee satisfaction is mainly associated with fulfilment of their individual values, goals and motivations and their satisfaction levels derive their performance and commitment'. Some of the main individual values that influence employee behavior are, self-concept, security, power, achievement, benevolence, respect, acceptance and position. Individual values are identified as the motivating factors that are required to be supported through organizational culture in achieving high level of performance and productivity. Employee performance and commitment towards organizations are directly influenced by the level of satisfaction in the job. The perceiving of their working environments, organizational support, respect, autonomy that they receive within organization can have

negative or positive influence over their performance and commitment. Economic conditions such as health standards, incentives to achieve work-life balance, growth and advancement prospects and higher-level conformity within organizational culture are also identified as positive factors associated with better performance and higher level of job commitment. There is a clear link between the corporate culture and employee efficiency. 'People satisfied with values, norms, standards and customs of their organization are likely to display better performance in comparison to those who are unsatisfied.' Organizational culture is the product of combination of organizational and personal values of employees. A successful organizational culture could only be developed through such combination.

Schein (2013) believed that it takes time for an organization in developing a culture. Employees need to experience multiple changes, respond to the new world and even address operational challenges. From their past experiences they get their thinking, and then apply those methods. Their attitudes collectively form the organization's culture.

Nair and Sommerville (2017) said that, there is a nine-facet system to assess employees' attitudes to the facets of their jobs: - Compensation, Incentives for Advancement, Supervision, Fringe Benefits, Working Processes, Contractual Bonuses, Co-workers, Quality of Employment, Contact. Organizational culture can be split into two separate groups, viz. Organizational culture correlated with executives, leaders and with Employees. They impact job satisfaction positively. We say there is a strong and important correlation between the culture of the workplace and employee satisfaction. Organizational culture enhances the commitment of organization. Having a vibrant culture within the enterprise increases incentives for job development and corporate engagement. Interestingly, the study found that job satisfaction from friendly environment and enriched culture is higher in females as

compared to males. The study shows that job satisfaction can be increased by rewards and promotion for junior grade employees as compared to higher level employees.

Juneja explained that role of work culture is very important to influence employee behavior. For employees to deliver at their best, they need to feel at home at their workplace. Encouraging teamwork rather than working in silo and also micro-managing their work will not help. Make sure that a flexible attitude is adopted. There should be no exception for any employee when it comes to following rules and regulations. Organizing team outings also leads to a healthy work culture thereby employees feeling more attached towards the organization. The job should be challenging to the employee. The initiative to manage the behavior of employees should not be the sole responsibility of the human resource professionals rather everyone should contribute to it. If any of the team member is not behaving professionally, then there should be no hesitation to correct them. The best way to manage employee problems is to discuss the problem with the employee. The situation worsens when such problems are ignored. Any issues/grievances should never be discussed in public whereas appreciation and acknowledgement for their hard work should be.

Ameer (2017) Culture can be defined as the mix of groups - principles, values, communication, efficiency, attitude which gives people guidance. Organizational culture is mutual values, norms and theories among employees that support, direct and organize their actions. Enhancing workplace efficiency by inspiring them to a common target, design and purpose channel their behavior to a specific focus preferred for functional and operational plan. Organizational Citizenship Behavior [OCB] is a commitment by employees to the workforce which goes beyond the job requirements and employee agreements within the company. This is critical for both workers and organizations. Organizations are increasing the efficiency of their workers and make them productive in the field of competence in question. OCB is

considered very significant for its effects on the success of workers and organizations. Dimensions of corporate culture are strongly linked to the success of OCB and the workers. A good corporate culture makes its workers more effective and competitive. The administrators and professionals of human resources should address these issues so that corporate culture can be improved by establishing the job aspirations of the workers and helping them reach those goals. It would not only improve the efficiency of workers but also affect other outcomes related to corporate culture, the performance of employees and the actions of organizational citizenship. Organizations should adopt the individualistic ideology rather than the collectivist, as the individualistic culture of society. If power gap inside an enterprise is high, then it will affect the efficiency of the employees. Organizations can foster low-power distance which promotes the involvement of employees in decision-making. Organizations that encourage low ambiguity avoidance can also foster a culture that supports masculine practices, as research indicate that masculine activities yield beneficial outcomes for the success and organizational climate of employees.

A study was done by Arumugam (2007) on employee's behavioral patterns due to influence of organizational culture. He explained that, according to Pace and Stren theory (1958), The aspect of culture could enforce understanding of human attitudes and actions, and make the environment more efficient as given by Lewes formula. $B = P \times E$ where, B - behavior, P - Personality and E - environment for Organizational climate. They postulated behavior is a feature of an organization's relationship, while atmosphere is important to the issue in choosing work satisfaction and mental health management program. The nature of organization influences job satisfaction and productivity. In reality organizational culture is more complex, dynamic and consequential.

Job satisfaction mainly focuses on what an employee feels about their job. For any

successful organization, a satisfied employee is an asset and acts as the primary source of productivity gains. These employees are more committed, energetic and inspired to do their work. There are 14 Factors identified that affect Employee Satisfaction: -Work environment, Organizational policy and administration, Promotion policy, Job security, Decision making, Relationship with peers, Leadership, Performance Appraisal, Physical job security, Learning and Development, Working hour, Compensation Management, Recognition and Rewards, Job location. Compensation Management, Recognition and Rewards, Leadership, Performance Appraisal Policy, Relationship with peers and Work Environment affect the Employee Satisfaction most. For the growth of the organization and their employees, the management should focus on making clear policies and competitive reward system. The policies should be fair and non-discriminatory to the employees. (Gupta & Chandra, 2014)

There are different Factors of Organization Culture: Leadership, Workload, Capability, Relationships, Controls and these factors directly or indirectly effect the satisfaction of employees.. Satisfaction of employees is listed in key tasks managers handle while aligning organisation goals and seeking performance. Organization culture influences satisfaction to great extend. (Lakshmi & Lahari, 2019).

OBJECTIVE OF THE STUDY

The present study is undertaken to

- 1) Assess the impact of Organizational Culture in the IT sector on employee behavior.
- 2) To explore how Organizational Culture influences the employee behavioral variables such as Work-Life Balance (WLB), Employee Engagement (EE), Job satisfaction (JS) in IT sector.
- 3) To find out relationship/association between Organizational Culture and Employee Behaviour variables: Work-Life Balance (WLB), Employee Engagement (EE), Job satisfaction (JS).
- 4) To formulate guidelines on Organizational culture implementation which will help to

address Human Resource related problems in the organization.

LIMITATIONS OF THE STUDY

- 1) Participants' willingness and flexibility to allocate adequate time for the filling of the survey form because of their busy schedules being in IT sector
- 2) Like any other social study research, there may be possible personal bias of participants based on longtime experiences in the company.
- 3) Limited number of respondents were interested in responding due to bit lengthy questionnaire

RESEARCH METHODOLOGY

The primary data was obtained using a questionnaire that was circulated to employees employed in the IT sector alone with various age groups, gender and qualifications. While the secondary data is collected from earlier research papers and records, reference books, magazines and internet along with fact and figures. Research used Snow-ball sampling method for its sampling selection. The study consists of variables Organization culture, Work-Life Balance (WLB), Employee Engagement (EE), Employee Job Satisfaction (JS). Organizational Culture is used as independent variable and Work-Life Balance (WLB), Employee Engagement (EE), Employee Job Satisfaction (JS) are used as dependent variables.

The questionnaire was prepared based on published research papers in form of secondary information, which was collected with the help of published research papers, white papers and websites. The questionnaire was prepared and shared in electronic format using Google Form. All respondent could fill the form only once. This was done in order to maintain the authenticity of the survey. The respondents were only employees who work in IT Industry. The questionnaire comprised of Likert scales responses. The response was collated in excel file. The score against each were taken to

process further in SPSS. Total of 155 respondents filled the survey but only 150 respondents were considered for further analysis. 5 forms were not considered for analysis due to incomplete information provided. For the confidential reasons the names of the organizations they work have not been disclosed.

The questionnaire consists of 4 sections and each section has questions related to one variable: "Organization culture, Work-Life Balance (WLB), Employee Engagement (EE), Employee Job Satisfaction (JS)". Also, for variables Employee Engagement (EE) and Work-Life Balance (WLB) there were subsections based on few dimensions so it will be easy to for respondents to answer. EE consists of Training Opportunities, Communication, Work Environment, Shared Values, Leadership, Feedback and Recognition, Career Growth etc

Descriptive research design and Statistical Quantitative data analysis using SPSS tool and Excel is done. The analysis was done through Regression to know relationship between independent variable: Organizational Culture and dependent variables: Work-Life Balance (WLB), Employee Engagement (EE), Employee Job Satisfaction (JS). To understand the effect, independent sample t-Test and One-way Anova on demographic information were done in SPSS tool. One-way Anova for multiple comparisons was also done using Post-hoc Tukey Anova test.

DATA ANALYSIS AND PRESENTATION

- There are 95 Males and 55 Females who responded to the survey.
- There are different age groups who responded to the survey. The highest number of respondents belong to age group 30-39 years i.e. 99 employees. Only 5 employees belong to 18-24 years age group.
- There 116 employees who are married and only 34 employees who are non-married.
- Highest number of work experience among

150 respondents is 10-15 years .45 employees are having 10-15 years of experience. Only 5 employees have 30+years' experience.

- 111 employees have dependents living with them and 39 employees have no dependents living with them.
- 87 employees work for 41-50 hours per week in their organization. Only 4 employees work for 20-30 hours per work which is the lowest hour per work employees' work.
- 65 employees are somewhat satisfied with their organization.38 employees are extremely satisfied .6 are extremely dissatisfied with their organization, 20 are somewhat dissatisfied and 21 employees have no opinion they are neutral to reply.

| | Frequency | Percentage |
|---|-----------|------------|
| Gender | | |
| Male | 95 | 63.3 |
| Female | 55 | 36.7 |
| Total | 150 | 100 |
| Age | | |
| 18-24 yrs | 5 | 3.3 |
| 25-29 yrs | 14 | 9.3 |
| 30-39 yrs | 99 | 66 |
| 40-49 yrs | 23 | 15.3 |
| 50-59 yrs | 9 | 6.0 |
| Total | 150 | 100 |
| Marital Status | | |
| Married | 116 | 77.3 |
| Non-Married | 34 | 22.7 |
| Total | 150 | 100 |
| Years of Experience | | |
| 1-5 yrs | 39 | 26.0 |
| 5-10 yrs | 34 | 22.7 |
| 10-15 yrs | 45 | 30.0 |
| 15-20 yrs | 10 | 6.7 |
| 20-30 yrs | 17 | 11.3 |
| 30+ yrs | 5 | 3.3 |
| Total | 150 | 100.0 |
| Dependents Living with you | | |
| Yes | 111 | 74.0 |
| No | 39 | 26.0 |
| Total | 150 | 100 |
| Hours per work | | |
| 20-30 hours | 4 | 2.7 |
| 31-40 hours | 28 | 18.7 |
| 41-50 hours | 87 | 58.0 |
| 51+ hours | 31 | 20.7 |
| Total | 150 | 100 |
| Satisfaction level for the company | | |
| Extremely Dissatisfied | 6 | 4.0 |
| Somewhat Dissatisfied | 20 | 13.3 |
| Neutral | 21 | 14.0 |
| Somewhat Satisfied | 65 | 43.3 |
| Extremely Satisfied | 38 | 25.3 |
| Total | 150 | 100 |

2) REGRESSION ANALYSIS

a) EMPLOYEE ENGAGEMENT

A simple linear regression was calculated to predict Employee Engagement based on Culture. A significant regression equation was found ($F(1,148) = 502.130, p < .000$), with an R^2 of 0.772. Employee Engagement increased 1.506 for each unit of Culture.

| Model Summary | | | | | |
|---------------------------------------|----------------------|------------|-------------------|----------------------------|-------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | |
| 1 | .879 ^a | 0.772 | 0.771 | 12.94472 | |
| ANOVA ^a | | | | | |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression 84139.759 | 1 | 84139.759 | 502.130 | .000 ^b |
| | Residual 24799.734 | 148 | 167.566 | | |
| | Total 108939.493 | 149 | | | |
| a. Dependent Variable: Employee_Engag | | | | | |
| b. Predictors: (Constant), Culture | | | | | |
| Coefficients ^a | | | | | |
| Model | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) -7.192 | 5.270 | | -1.365 | 0.174 |
| | Culture 1.506 | 0.067 | 0.879 | 22.408 | 0.000 |
| a. Dependent Variable: Employee_Engag | | | | | |

Table 2: Regression output

Table 2 shows that as per the regression output, the relationship is positive and significant (as indicated by significant p-values). The p value is 0.000 which is less than 0.05. It shows that there is a positive relationship between Organizational Culture and Employee Engagement. If Organizational culture is high there will be an increase in Employees Engagement in the organization. Also, if organizational culture is low there will be a decrease in Employees Engagement in the organization.

a) JOB SATISFACTION

A simple linear regression was calculated to predict Job Satisfaction based on Culture. A significant regression equation was found

($F(1,148) = 153.599, p < .000$), with an R^2 of 0.509. Job Satisfaction increased 0.377 for each unit of Culture.

| Model Summary | | | | | |
|---|-----------------------------|------------|---------------------------|----------------------------|-------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | |
| 1 | .714 ^a | 0.509 | 0.506 | 5.85968 | |
| ANOVA ^a | | | | | |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression 5273.946 | 1 | 5273.946 | 153.599 | .000 ^b |
| | Residual 5081.714 | 148 | 34.336 | | |
| | Total 10355.660 | 149 | | | |
| a. Dependent Variable: Job_Satisfaction | | | | | |
| b. Predictors: (Constant), Culture | | | | | |
| Coefficients ^a | | | | | |
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | B | Std. Error | Beta | | |
| 1 | (Constant) 2.694 | 2.386 | | 1.129 | 0.261 |
| | Culture 0.377 | 0.030 | 0.714 | 12.393 | 0.000 |
| a. Dependent Variable: Job_Satisfaction | | | | | |

Table 3: Regression output

Table 3 shows that as per the regression output, the relationship is positive and significant (as indicated by significant p-values). The p value is 0.000 which is less than 0.05. It shows that there is a positive relationship between Organizational Culture and Job Satisfaction. If Organizational culture is high there will be an increase in Job Satisfaction in the organization. Also, if organizational culture is low there will be a decrease in Job Satisfaction in the organization.

c) WORK LIFE BALANCE

A simple linear regression was calculated to predict Work Life Balance based on Culture. A significant regression equation was found ($F(1,148) = 83.528, p < .000$), with an R^2 of 0.361. Work Life Balance increased 0.521 for each unit of Culture.

From the regression output it was found that the relationship is positive and significant (as indicated by significant p-values). The p value is 0.000 which is less than 0.05. It shows that there is a positive relationship between Organizational Culture and Work Life Balance. If organizational culture is high there will be an increase in Work Life Balance in the organization. Also, if

organizational culture is low there will be a decrease in Work Life Balance in the organization.

3) INDEPENDENT T-TEST

Independent samples t-tests were performed to compare the employee behaviour variables Job satisfaction, Employee Engagement, Work Life Balance and Organizational Culture across the demographic variable of Gender. The results were not significant as shown in below table 4.

| Group Statistics | | | |
|----------------------------|-----|-----|----------|
| Dependents Living with you | | N | Mean |
| Culture | Yes | 111 | 78.5045 |
| | No | 39 | 72.0000 |
| Employee_Engag | Yes | 111 | 111.0991 |
| | No | 39 | 101.1282 |
| Job_Satisfaction | Yes | 111 | 33.2793 |
| | No | 39 | 27.0513 |
| WLB | Yes | 111 | 98.1441 |
| | No | 39 | 89.9744 |

Table 4. The means of females and males do not have much difference so the p-value was not significant for all the variables. The p-values are 0.994, 0.645, 0.720, 0.766 for variables Organizational culture, Employee Engagement (EE), Job Satisfaction and Work-Life Balance (WLB), respectively which are more than 0.05 so they all are not significant. So, we can conclude that Gender plays no role in having impact on Employee behaviours variables (Employee Engagement, Work Life Balance, Job Satisfaction) due to Organization Culture.

b) DEPENDENTS LIVING WITH YOU

Independent samples t-tests were performed to compare the employee behaviour variables Job satisfaction, Employee Engagement, Work Life Balance and Organizational Culture across the

demographic variable of Dependent living with you. The results were significant as shown in below The means have differences between YES and NO values so the p-value was significant for all the variables. The p-values are 0.047, 0.000, 0.001, 0.026 for variables Employee Engagement, Work Life Balance, Job Satisfaction and Organizational culture respectively which are less than 0.05 so they all are significant. So, we can conclude that Dependents Living with you value plays a significant role of having impact on employee behaviours variables (Employee Engagement, Work Life Balance, Job Satisfaction) due to Organization Culture.

4) ONE-WAY ANOVA

(Employee Engagement)

a) AGE GROUPS

One -way ANOVA was conducted to make comparisons between 5 Age Groups for Employee Behavior:

Employee Engagement.

| ANOVA | | | | | |
|----------------|----------------|-----|-------------|-------|--------|
| Employee_Engag | | | | | |
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 12018.626 | 4 | 3004.657 | 4.495 | 0.002* |
| Within Groups | 96920.867 | 145 | 668.420 | | |
| Total | 108939.493 | 149 | | | |

Table 5: Age Group Descriptive

***The Means difference is significant at the 0.05 level**

***P Value is significant**

5. One-way Anova:

a) Age Groups

Showed that the p-values are significant for Employee Engagement (EE) for different Age Groups of Employees. The p-values are 0.002 which is less than 0.05 so we can say that Employee Engagement differs across different Age Groups. But now to understand exactly which Age Groups have

a significant p-value we need to do Post hoc Tukey Anova.

The analysis on Multiple comparisons indicates that the individuals belonging to age group 2(i.e., 25-29 years) differs significantly from group 3, 4, 5. The mean indicates that higher age groups have significantly higher values on Employee Engagement

B) YEARS OF EXPERIENCE

One -way ANOVA was conducted to make comparisons between 6 groups for Years of Experience for Employee Behavior: Employee Engagement.

The result showed that p-values are not significant for Employee Engagement and Years of experience for individuals. The value 0.095 is more than 0.050 which means Years of experience doesn't impact Employees Engagement. So, we can conclude that even if employee is working as freshers or is Experienced Employee his Employee Engagement is not impacted due to the Organizational Culture.

C) HOURS PER WEEK

One -way ANOVA was conducted to make comparisons between 4 Groups for Hours of work per week for Employee Behavior: Employee Engagement.

The result showed that p-values is not significant for Employee Engagement and How many hours they work per week for every individual. The value 0.126 is more than 0.050 which means how many hours an individual work per week in their organization doesn't impact Employees Engagement. So, we can conclude that even if Employee is working 20-30 hours or max like 51+ hours a week Employee Engagement is not impacted due to the Organizational Culture. There is no relationship between how many hours an employee is working in a week and

Employee Engagement.

5) ONE-WAY ANOVA (Job Satisfaction)

a) AGE GROUPS

One-way ANOVA was conducted to make comparisons between 5 Age Groups for Employee Behaviour: Job Satisfaction. showed that the p-values are significant for Job Satisfaction for different Age Groups of Employees. The p-values is 0.002 which is less than 0.05 so we can say that Job Satisfaction differs across different Age Groups. But now to understand exactly which Age Groups have a significant p-value we need to do Post hoc Tukey Anovat

| ANOVA | | | | | |
|----------------|----------------|-----|-------------|-------|-------|
| Employee Engag | | | | | |
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 4177.264 | 3 | 1392.421 | 1.941 | 0.126 |
| Within Groups | 104762.230 | 146 | 717.550 | | |
| Total | 108939.493 | 149 | | | |

Table 6 : One way annova

FINDINGS

Based on the survey done and analysis of data following are the findings: -

- 1) 95 Males and 55 Females participated in the survey i.e. Males = 63.3% and Females = 36.7%.
- 2) There were 5 different age groups who responded to the survey. 99 people belonged to 30-39 years age group, 23 people belong to age group 40-49 years, 14 people fall under age group 25-29 years, 9 belong to 50-59 years age group, 5 belong to 18-24 years age group. So highest number of people in the survey belonged to 30-39 years age group i.e., 66%.
- 3) 116 respondents are Married and only 34 employees are non-Married.
- 4) 30% of respondents have 10-15 Years of Experience (45 people) whereas only 3.3% have 30+ Years of Experience (5 People). Also 26 % belong to 1-5 years, 22.7 % belong to 5-10 years, 11.3 % belong to 20-

- 30 years, 6.7 % belong 15 – 20 years of experience.
- 5) 74 % (111 people) of respondents have Dependents living with them and only 26% (3 people) don't live with Dependents.
 - 6) A total of 87 people worked for 41-50 hours a week (58 percent). 31 People work 51+ hours a week (20.7%). Twenty-eight people work 31-40 hours a week (18.7 per cent), and only four work 20-30 hours a week.
 - 7) 25.3 % (38 people) are Extremely Satisfied, 43.3 % (65 people) are Somewhat Satisfied with their organization. 14 % (21 people) kept it Neutral, 13.3% (20 people) are Somewhat Dissatisfied and 4% (6 people) are Extremely Dissatisfied with their Organization.
 - 8) 40.66 % (61 people) thought of leaving their organization in last one year, whereas 59.33% (89 people) dint want to leave their organization.
 - 9) The study found that there is a prominent relationship between the Organizational Culture and Employee Behavior variables: Work-Life Balance (WLB), Employee Engagement (EE), Job Satisfaction (JS)
 - 10) Demographic Variable: Gender plays no role in having impact on Employee behaviours variables (Work-Life Balance (WLB), Employee Engagement (EE), Job Satisfaction (JS) due to Organization Culture.
 - 11) Demographic Variable: Marital Status plays no role in having impact on employee behaviours variables: Employee Engagement, Work Life Balance due to Organization Culture but Marital Status plays a major role in having impact on Employees Job Satisfaction due to Organization Culture.
 - 12) Dependents Living variable plays a significant role of having impact on employee behaviours variables (Employee Engagement, Work Life Balance, Job Satisfaction) due to Organization Culture. The relationship is significant and positive for all the variables.
 - 13) For 18-24 age groups Employee Engagement and Work-Life Balance Variables are not impacted. Job satisfaction has no impact for 40-49 years age group.
 - 14) Years of Experience Groups have no impact on Employee Engagement Variable. 1-5, 10-15, 15-20, 30+ Years of Experience Groups have no impact on Job satisfaction Variable. 15-20 and 30+ Years of Experience group have no impact on Work-Life Balance Variable.
 - 15) Hours per week may not impact Employee Engagement, Job Satisfaction Factor. There is no connection between work hours and the Employee Engagement, Job Satisfaction. 20-30 Hours and 41-50 Hours of work a week have no impact on work life balance...

RECOMMENDATIONS

As per the findings and analysis done for the study, the recommendations are follows:

- 1) Directors/Managers and its subordinates should have good communication with each other resulting in more better understanding and collaboration for individual and organizational objective.
- 2) Flexible working hours in IT Sector for employee engagement, increased work commitment and job satisfaction.
- 3) Proper delegation of authority between superior and subordinate is recommended.
- 4) Proper HR policies should be designed and implemented related to organizational culture for better employee retention.
- 5) Provision by HR for effective new employee onboarding process.
- 6) The HR should preach and practice unbiased reward and recognition for employees to boost their moral.
- 7) Before change in corporate work culture every employee should be communicated regarding the same for easy adaptability.
- 8) Practice of cosmopolitan culture and freedom of employee's speech is highly recommended.
- 9) Organizations should provide all the trainings, resources required to improve personal and professional growth for its

employees because if these are taken care employees commitment and satisfaction level will be higher and positive.

10) Leaders should highly motivate their employees and always give space for others

to grow and shine. They should be given complete ownership of their work and allowed to take decisions.

11) Employee's participation in management is recommended.

CONCLUSIONS

The purpose of this research was to investigate and evaluate the impact of Organizational Culture on behaviors of employees in the IT sector. The research shows that the corporate culture promotes employee engagement (EE), job satisfaction (JS), work-life balance (WL). Therefore, corporate culture has been taken as an important parameter to assess whether employee involvement, job satisfaction, and work-life balance either increases or decreases due to corporate culture. It can be seen from the observations and findings that the organizational culture observed in the company defines the relationship between workers and managers, mutual beliefs, leadership, communication, input and acknowledgement, work atmosphere, career development and incentives for improvement, job satisfaction, loyalty. All of these variables influence the efficiency and satisfaction level of the employee. Ultimately, the study also shows that an organizational culture enables employees to be creative, motivated, efficient and satisfied leading to increased organization productivity.

From the study it is also proved that the organization should implement and practice those work culture which can be easily accepted by employees so that employees are comfortable, motivated, satisfied, energetic and give hundred percent to their work leading to organizational growth.

Interestingly, the study found that Gender has no impact on Work-Life Balance (WLB), Job satisfaction (JS), Employee Engagement (EE) behavior variables. The study also found that there is a direct effect on Work-Life Balance (WLB), Job Satisfaction (JS), Employee Engagement (EE) behavioral variables when dependents stay with employees. Also, Marital Status impact the employees Job satisfaction levels. Organizational Culture is part and parcel of any organization even if employees.

Most of the employees feel that there should be fair means of promotion and recognition in the organizations to promote better work-life balance and job satisfaction. Organizational Culture plays a very crucial part for any organization's productivity and growth. Culture is a core ingredient for impacting employees' behaviors so it should be implemented very carefully across the organization.

Employees are the main assets of the organizations. So, the effect of the culture will impact their behavior which in turn will hamper their satisfaction levels and growth rate of the organization. Proper growth opportunities and trainings provided at organizations foster a healthy and competitive environment at workplace. Too much of interference of management leads to employee demotivation and lack of positive working attitude at workplace. If the employees start getting feelings like being neglected or biased behavior towards them, then they should make sure that it is communicated to supervisors. This can reduce the impact of culture and job satisfaction levels can be increased for employees. Fair means of awards and recognitions incorporated tends to have a positive attitude at workplace. Employees treated same at all levels in the organizations bring a happy and productive environment.

Flexible working hours, flexible work timings, work from home options are very important these days for the employee's betterment and so they have to be accepted.

REFERENCES

1. Abu-Jarad, I.Y., Yusof, N.A. and Nikbin, D., 2010. A review paper on organizational culture and organizational performance. *International Journal of Business and Social Science*, vol 1, issue 3. pp 26-46
2. Ameer, N., 24 October 2017. Impact of Organizational Culture on Employee Performance and Organizational Citizenship Behavior (OCB). *International Journal of Business and Administrative Studies*, vol 3 issue 5, pp. 183-196.
3. Gupta, M. Chandra, D. A. 2014. Study On Identification Of Factors Affecting Employees' Satisfaction. *International Research Journal of Management Science & Technology*, vol 5 issue 9, pp. 136-144
4. Kiradoo, G., 2018. Exploring the Impact and Influence of Personal and Organizational Values on Forming Organizational Culture and Understanding its Impact on Employee's Commitment and Performance. *International Journal of Engineering, Applied and Management Science Paradigms*, Vol 52 issue 02, pp.61-66.
5. Lakshmi, M. N. J. & R.Lahari, March 2019. A Study on Employees Opinion on Organization Culture and Factors Influencing On Job Satisfaction. *International Journal of Business Marketing and Management (IJBMM)*, Vol 4 issue 3, pp. 05-16
6. M.Arumugam., August 2007. A Comparative Study on Organisational Culture and Its Influence on the Behavioral Patterns of Employees in Textile Manufacturing Organizations in Coimbatore and Madurai, Madurai: s.n.
7. Nigam, R. Mishra, S., A Study on Perception of Work Culture and Its Impact on Employee Behavior. 2015. *International Journal of Human Resource Management and Research (IJHRMR)* ISSN(P): 2249-6874; ISSN(E): 2249-7986 Vol. 5, Issue 1, pp 37-46
8. Ojo, O., 2012. Influence of organizational culture on employee work behavior. *International Journal of Contemporary Business Studies*, Vol 3 Issue 11, pp.46-57.
9. Prachi, J., n.d. <https://www.managementstudyguide.com/role-of-work-culture-in-employee-behaviour.htm>. [Online] Available at: www.managementstudyguide.com
- 10 Nair, SLS & Sommerville, S. (2017) Impact of Organisational Culture on the Indian IT Workforce's Job Satisfaction and Stress: Qualitative Report from SMEs operating in Trivandrum. *International Journal of Academic Research in Business and Social Sciences*, Vol 7 issue 2, pp.237-246
- 11 Tsai, Y., 2011. Relationship between organizational culture, leadership behavior and job satisfaction. *BMC health services research*, Vol 11 issue 1, p.98.
- 12 Zia, M.N. and Khan, N.A., 2019. A Study on Organizational Culture and its Impact on Employee Performance: A Case Study of State Bank of India.
- 13 Nikpour, A. (2016) The Impact of Organizational Culture on Organizational Performance: The Mediating Role of Employee's Organizational Commitment, *International Journal of Organizational Leadership* Vol 6 Issue 1, pp 65-72. <https://ssrn.com/abstract=3333078>
- 14 Dwivedi, S., Kaushik, S. Luxmi. (2014). Impact of Organizational Culture on Commitment of Employees: An Empirical Study of BPO Sector in India. *Vikalpa: The Journal for Decision Makers*, Vol 39 Issue 3, pp 77-92. <https://doi.org/10.1177/0256090920140306>
15. L.Prakash , B.Dinesh , U.R.Mirudhuvarshini. 2015. A Study on Organizational Culture and Its

- Impact on Employees Behavior. International Journal of Advance Research and Innovative Ideas in Education, vol. Vol-1 Issue-5 , pp 625-631. IJARIE-ISSN(O)-2395-4396,
16. Juneja, Prachi. "Role of Work Culture in Employee Behaviour." <https://Www.Managementstudyguide.Com/>, www.managementstudyguide.com/role-of-work-culture-in-employee-behaviour.htm
 17. Stephen, E,N. Ekpenyong A. 2016. "Organizational Culture and Its Impact on Employee Performance and Job Satisfaction: A Case Study of Niger Delta University, Higher Education of Social Science. Vol. 11, No. 5, 2016, pp. 36-45
 18. Li, Tianya. 2015 "Organizational Culture & Employee Behavior." <https://Core.Ac.Uk/>, 2015, core.ac.uk/reader/38122623.
 19. Kawiana, I. G. P. Dewi, L. K. C. Martini, L. K. B. Suardana, I. B. R. 2018. The influence of organizational culture, employee satisfaction, personality, and organizational commitment towards employee performance. International Research Journal of Management, IT and Social Sciences, Vol 5 Issue 3, pp 35-45. Retrieved from <https://sloap.org/journals/index.php/irjmis/article/view/166>
 20. Schein E (2013) : Organizational Culture and Leadership. <https://thehypertextual.com/2013/01/17/edgar-schein-organizational-culture-and-leadership>.
 21. (n.d.). Retrieved from <http://homepages.se.edu/cvonbergen/files/2013/01/Corporate-Culture-QuestIonnaire.pdf>
 22. (n.d.). Retrieved from <https://www.naccho.org/uploads/downloadable-resources/Boone-County-Employee-satisfaction-Final-general-summary.pdf>
 23. (n.d.). Retrieved from https://www.academia.edu/21642738/Work_Life_Balance_Questionnaire
 24. (n.d.). Retrieved from https://shodhganga.inflibnet.ac.in/bitstream/10603/136608/14/14_appendix.pdf



Role of Employee Wellness Programs in Employee Engagement at Work Place

Dr. Vijayalakshmi Kanteti

Professor & Director

AMS School of Informatics, OU Road, Hyderabad

Abstract

Employee wellness programs are gaining much popularity these days especially in the wake of covid 19 and became an essential requirement for all employees. Living and working during pandemic coupled with higher stress levels exemplifies the need for Employee wellness programs as a major component of Employee Engagement. The present study is a conceptual study that focusses on highlighting the role of corporate wellness programs in enhancing the Engagement levels and how to build a highly engaged workforce through various techniques to be followed or rather followed at the work place.

Key words

Employee Engagement, Employee wellness Programs, Techniques of Employee wellness programs

Introduction

Employee Wellness and Employee Engagement go hand in hand. The mental and physical health of the employee is important to be productive and being engaged in work. Employees spend at least one-third of the day at work except the weekend. This has an impact on their wellness status in addition to other forces stemming from personal life. Humans can perform at the optimum level only when their health permits them to face all types of challenges. The health and wellness of its employees usually have a direct effect on the productivity and profits of a company. Companies try their maximum to engage the employees in order to extract their best performance and also to keep them happy, motivated and committed. Many employers understand this and are ready to commit themselves to such wellness programs.

Need for the Study

Wellness programs at work place is a recent

phenomenon amidst worrying levels of performance issues during Post covid. The corporate environment has become very dynamic and highly competitive and employees feel stressed and desperate to achieve targets in order to save their jobs. Companies are introducing various such wellness programs in collaboration with some trainers. The effectiveness of such wellness programs is still being assessed as there is no formula for a successful program. Employees habits, behaviour and needs differ significantly and hence research was necessitated to understand the role of wellness programs and practices in enhancing engagement levels of employees.

Objectives of the study

The present study is a conceptual study. The objectives are set accordingly.

- To understand the relation between Employee Engagement and employee wellness programs
- To identify the organizational practices of employee wellness programs which build employee engagement.

Limitations:

The present study is based on theoretical work, and information is taken from the secondary data like articles, publications, websites, books, opinion of experts, being limited.

In this context, let us understand about Employee Engagement and Employee wellness programs.

Employee Engagement defined:

Gallup suggests that engaged employees are “psychologically committed to their work, go above and beyond their basic job expectations, and want to play a key role in fulfilling the mission of their organizations”, whilst disengaged employees were are said to be “uninvolved and unenthusiastic about their jobs

and love to tell others how bad things are”. Kevin Kruse defines employee engagement as “the emotional commitment the employee has to the organization and its goals.” Hence it is understood that employee engagement is the extent to which a staff member's personal goals and interests align with the vision and goals of the organization where they work

Employee Wellness Programs defined:

Well-being is the ability of individuals to address normal stresses, work productively, and realize one's highest potential. Research shows that employees in good health are more likely to deliver optimal performance in the workplace. Healthy employees not only have better quality of life, they also benefit from having a lower risk of disease, illness, and injury, as well as increased work productivity and a greater likelihood of contributing to their communities. There are different kinds of initiatives that fall in the category of wellness programs. Such programs are offered with the goal of improving the physical and mental well-being of employees and are known to increase productivity.

Importance of Employee Wellness Programs

A holistic wellness program can enhance the overall quality of an employee's life. The following are the key areas of wellness that make such programs important at workplaces.

| Types of well-being | Importance |
|---------------------|---|
| Physical: | Promoting good health with initiatives related to optimal nutrition, sleep and exercise. |
| Emotional | Ensuring a positive emotional state with mental well-being initiatives. |
| Financial | Enabling financial stability for employees by improving their financial literacy. |
| Social | Helping employees build social networks to improve cross-team engagement and team cohesion. |
| Occupational | Encouraging programs that boost work-life balance, job fulfillment and satisfaction. |
| Intellectual | Offering intellectual growth by initiating community, cultural, and scholastic activities. |

Source: <https://www.acko.com/group-health-insurance/employee-wellness-programs/>

Relation between employee wellness initiatives and employee engagement:

Given the clear returns on investment for building workers who are both engaged and have high holistic wellbeing, leaders can make a substantial difference in their employees' performance and lives by including wellbeing principles in engagement programs and making the most. Here are the ways to increase employee engagement and wellbeing and improve business outcomes, all at the same time.

1. Include employees in the wellbeing conversation.

Involving employees by asking them to contribute wellbeing on how to enhance career, social, financial, community and physical wellbeing both at work and at home, gives a feel to the employees that their ideas are counted. The more employees contribute to the wellbeing efforts of the organization, the more they will feel their opinions count and the greater their buy-in and likelihood to participate will be.

Employee engagement dimensions addressed:

At work, my opinions seem to count.
I have the materials and equipment I need to do my work right.

2. Link the wellbeing of each employee to the successful mission or purpose of the organization.

Feeling that one's organization has an important mission or purpose is a critical aspect of engagement. To this end, have employees review the mission of their organization and discuss how a vibrant wellbeing culture for each element is critical to the mission's success. Conversely, how might the mission help them lead a life well-lived? Find ways to create reminders of these connections, whether it's creating posters explaining how each element of wellbeing is connected to the mission or hosting on-site or virtual opportunities to live out the mission and culture of wellbeing.

Employee engagement dimension addressed:

The mission or purpose of my company

makes me feel my job is important.

3. Strongly encourage participation in wellbeing activities when setting job expectations and goals.

Let employees choose the wellbeing activities best suited to them based on their individual wellbeing goals, thus engendering individual accountability and ownership. In so doing, this approach simultaneously promotes clarity about an employee's role and a culture of wellbeing, and it does so while honoring each person's unique talents and interests. And remember that employees are often unaware of the programs and offerings that are out there -- this is a great time to clarify what they have at their disposal.

Employee engagement dimensions addressed:

I know what is expected of me at work.

At work, I have the opportunity to do what I do best every day.

4. Have each employee identify the element of wellbeing they feel comes naturally to them and at which they are most successful.

One of the manager's most important roles is focusing on the natural strengths of employees, with strengths-based management practices yielding a wide array of positive business outcomes. To draw this out in the context of building wellbeing, have employees in one-on-one or small-group meetings describe the element of wellbeing that they gravitate to most easily. Learn about what factors in life and work motivate them to succeed and how they succeed, providing examples for others while simultaneously honoring what they are best at in their lives and in the workplace.

Employee engagement dimension addressed:

At work, I have the opportunity to do what I do best every day.

5. Recognize employees for their wellbeing achievements.

Recognition reinforces what is valued within an organizational culture. One reason recognition is such a reliable driver of employee engagement is that if employees feel they will be recognized for doing great work, they will be highly motivated. The same principle applies when enhancing wellbeing. Formalize mechanisms in the workplace for providing recognition of wellbeing accomplishments to increase both visibility and effort, thus improving wellbeing and engagement at the same time. And don't forget that it's not just about physical wellness be sure to create a recognition mechanism for each element.

Employee engagement dimension addressed:

In the last seven days, I have received recognition or praise for doing good work.

6. Follow up to show you care.

Have employees submit their interests and goals for wellbeing to their managers and actively monitor what they are pursuing. Refresh your memory in advance of formal progress meetings and social events so that wellbeing can be easily raised in conversation. Ask them how they are progressing toward their goals so that when appropriate, you can share their insights with others. And always be sure to inquire about the wellbeing of family members and brainstorm how to include them in workplace wellbeing activities, a critical driver of improvement over time in employees' wellbeing. This feedback mechanism will significantly enhance how much employees feel cared about a foundational aspect of engagement while simultaneously reinforcing a culture of wellbeing.

Employee engagement dimensions addressed:

My supervisor, or someone at work, seems to care about me as a person.

I have a best friend at work.

In the last six months, someone at work has talked to me about my progress.

7. Create a 'Wellbeing Board of Directors.'

Have employees identify at least three people at work who have had the most significant impact on their wellbeing, and why each has created a significant impact. Then have each person write a note to each member of their board describing why they are on the list. Doing so serves as a great recognition mechanism for the board members while also informally cultivating a wellbeing mentoring apparatus in the workplace, which is a core aspect of having someone who "encourages your development."

Employee engagement dimensions addressed:

In the last seven days, I have received recognition or praise for doing good work. There is someone at work who encourages my development.

8. Create a sharing network to socialize best practices.

Whether meeting about work or meeting for fun, pre-assign individuals to different tables, groups or teams. Allow time for each person to say something about their personal wellbeing that is important to them but that they think others might not know. Include important tips, such as useful apps or books that have been read. This can create a wellbeing social network where it did not exist before and provide the opportunity for new thinking regarding pursuing a life well-lived. Not getting together in person due to COVID? No problem -- the same approach can be applied using online meeting apps.

Employee engagement dimensions addressed: This last year, I have had opportunities at work to learn and grow. I have a best friend at work.

9. Explicitly link each workplace wellbeing activity to at least one of the five elements.

The five elements can help managers more clearly individualize activities to each employee's situation through discussion and by creating a more focused set of goals. Leaders and managers should communicate

that the five elements are important organizational values. Communication that emphasizes how leadership cares about employees' wellbeing -- and the wellbeing of employees' families -- can go a long way in encouraging engagement and participation in wellbeing programs.

Employee engagement dimensions addressed:

This last year, I have had opportunities at work to learn and grow.

In the last six months, someone at work has talked to me about my progress.

My supervisor, or someone at work, seems to care about me as a person.

The mission or purpose of my organization makes me feel my job is important.

10 Include wellbeing goal setting and milestones in work reviews and progress meetings.

Research has shown that engaged employees are much more comfortable discussing their wellbeing goals with their manager. But the five elements of wellbeing can be incorporated into progress review conversations in ways that encourage all employees to pursue their wellbeing goals and deepen the manager-employee relationship. One way to start this conversation is for managers to ask, "Is there an aspect of your wellbeing that I can support?" And don't forget the critical nature of routine, ongoing dialogue that occurs in between more formal feedback sessions. The more wellbeing is discussed on an ongoing basis, the more it will be embedded in the culture of the organization.

Employee engagement dimensions addressed:

This last year, I have had opportunities at work to learn and grow. In the last six months, someone at work has talked to me about my progress. My supervisor, or someone at work, seems to care about me as a person.

CONCLUSION:

Wellness programs play a vital role in Employee Engagement when implemented properly. Healthy habits lead to increased happiness in the work place, Engagement and happiness in the work place improve physical and mental wellbeing. Employers will benefit from building upon the relationship between wellness and engagement. A happy and healthy employee will be a company's best employee. Now more than ever, companies need to inspire the best in their workforce. By adopting a best-practice approach of addressing employee engagement and employee wellbeing at the same time and taking practical actions even when budgets are tight, workers will be more likely to have their critical psychological needs met, stay engaged and be insulated from the negative effects of the extraordinary amounts of stress they are experiencing. In this way, leaders of organizations can play a critical and potentially decisive role in maximizing a job well done and a life well-lived.

REFERENCES

1. Gallup Employee Engagement Survey (2010) —Employee Satisfaction vs. Employee Engagement: Are They the Same Thing?| An ADP White Paper <http://www.adp.com/~media/RI/whitepapers/Employee%20Engagement%20vs%20Employee%20Satisfaction%20White%20Paper.ashx>
2. <https://www.cdc.gov/workplacehealthpromotion/initiatives/https://www.cdc.gov/workplacehealthpromotion/initiatives/resource-center/pdf/WHRC-employee-engagement-health-wellness-508-h.pdf-center/pdf>
3. <https://www.acko.com/group-health-insurance/employee-wellness-programs/>
4. <https://www.forbes.com/sites/alankohl/2018/07/30/your-employee-engagement-strategy-needs-more-wellness/?sh=3ac5e59542b5>
5. <https://www.gallup.com/workplace/320108/ways-leaders-improve-engagement-wellbeing.aspx>
6. <https://www.peoplematters.in/article/strategic-hr/employee-engagement-as-a-core-component-of-wellness-programs-34072>
7. Wellness Programs and Engagement of Information Technology Workforce M John Britto¹ *, R Magesh, International Journal of Engineering & Technology, 7 (3.1) (2018) 75-81 International Journal of Engineering & Technology
Website: www.sciencepubco.com/index.php/IJET Research paper



Implementing Data Analytics In Employee Engagement : A Game Changer

Dr. Gargi Pant Shukla
Associate Professor,
Doon Business School,
Dehradun

Ms. Pooja Pandey
Head-People Management,
Indian Institute of Management
Lucknow Enterprise Incubation Centre.

Abstract

Indian startup ecosystem has witnessed a sumptuous change over the last decade. In the past few years, India is flourishing with increase in number of startups but more than 90 percent of startups in the country fail during first few years of their journey even after having innovative ideas and successful technology. For a successful business, we need a shift in mindset from startup to scale up which could be done with an effective leadership style. Startups are working aggressively on technology and operational front but give quite less importance to managing & engaging their human resources. With dis-engaged employees, startups could not be as successful as it could be. Being technology driven (AI/ML, Robotics etc) business, it's the responsibility of management to utilize and incorporate these technologies into HR processes. In this article various AI based employee engagement techniques used by different organizations for employee engagement were discussed.

Keywords:

Employee Engagement, Artificial Intelligence, HR Analytics, Entrepreneurship, Startups

1. Introduction

Andrew Carnegie once remarked, "Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results."

In today's fast-paced VUCA environment,

the technological, research and development plays a pivotal role in any most of the startups. Startups are looking for ways to improve efficiency and scale up. Employee engagement has emerged as a critical driver of business success. One of the key factors could be increase in employee engagement. One technology that has the potential to make a significant impact in the area of employee engagement is Artificial Intelligence. AI technology can be used to improve people agility in the workplace and increase employee engagement in the workforce. The term employee engagement related to the level of employee's commitment and connection to an organization. Highly engaged employees think about the organization and how they fit into it, and their ideas lead to better decisions and scale up the start-ups.

Employee engagement is a critical aspect of any successful organization. It refers to the level of connection and commitment that employees feel towards their workplace and their role within the organization. Engaged employees are more likely to perform at their best, be more productive, provide better customer service, be absent less often, and stay with their employer for a longer period of time. Employee engagement refers to the level of connection and commitment an employee feels towards their workplace and their role within the organization. It is a measure of how involved, enthusiastic, and satisfied an individual is with their job and the organization they work for. Employee

engagement refers to the emotional and psychological connection that employees have with their workplace and their job. It encompasses an individual's level of involvement, commitment, and satisfaction with their work and the organization they work for.

2. Literature Review

To manage the workforce better the organizations are rapidly adapting the AI system (Hughes, et. al., 2019). Five key signals (autonomy, beneficence, explainability, justice, and non-maleficence) of AI responsibility for healthcare practitioners were outlined. The engagement of healthcare practitioners was increased with these signals and Subsequently more satisfaction, positive attitude and higher usage intention was seen with the implementation of AI technology (Wang et.al. 2021). To boost employee engagement in the new normal mostly organizations are investing in AI to facilitate the employees in quality of work life, diversity and inclusion, and communication (Mer and Srivastava, 2023). Organizational learning and employee engagement is influenced by supervisory support (Ogueyungbo, et. al., 2020).

3. AI Based Employee Engagement Techniques

a. Virtual HR assistants/Chatbots:

These AI-based intelligent assistants are able to provide information on company policies, employee benefits, vacation plans and also helping employees in completing the HR forms. They can also help automate the onboarding process, assisting new hires with paperwork and orientation. Employees have constant access to these assistants, with which the productivity of HR team will be improved by saving a considerable time, which can be utilized to focus on other value added activities that positively impact overall employee

experience.

- b. Virtual coach bots for managers:** AI-based coach bot helps the manager by providing personalized coaching in developing the skills needed to lead their teams effectively. This can include providing guidance on how to communicate more effectively, how to motivate team members, how to handle conflict, and how to make better decisions. It also helps managers to develop self-awareness and to identify areas for improvement. By analyzing data from various sources, such as performance metrics and employee feedback, these bots can provide managers with insights into their strengths and weaknesses as leaders.
- c. Personalized AI-based career development tools :** AI-based career development tools can also help employees in identifying address skills gaps. By analyzing an individual's skills and experience, these tools can identify areas where additional training or education may be needed to pursue a particular career path. The tools can then recommend relevant courses, certifications, or other resources to help individuals develop the necessary skills.
- d. Engagement and collaboration AI tools:** Engagement and collaboration AI tools are designed to improve communication, increase efficiency, and enhance productivity, ultimately helping teams work better together. These tools provide a more in-depth understanding of employees' perceptions and expectations for organizations and managers, allowing them to respond on time if there are any issues that need to be addressed.
- e. Mental health chatbots:** Mental health chatbots are software applications that

use artificial intelligence (AI) to provide mental health support and resources through text-based conversations. These chatbots can be accessed through messaging apps, websites, or mobile apps and are designed to offer confidential and personalized support to individuals who may be experiencing mental health challenges. These AI powered chatbots are built based on natural language processing and sentiment analysis. Depending on the assessment and needs of employees, some chatbots even suggest personalized mindfulness practices. Research indicated that users feel safe and comfortable to talk to mental health chatbots

- f. **AI-powered onboarding tools:** AI-powered onboarding tools are software applications that use artificial intelligence to enhance the employee onboarding process. These tools aim to streamline the process of bringing new employees onboard by automating administrative tasks and providing personalized guidance and support. Onboard chatbots can provide new employees with answers to common questions, such as information about company policies, benefits, and procedures. These tools are designed to make the onboarding process more efficient, effective, and engaging for both employees and employers. By automating administrative tasks and providing personalized support, these tools can help organizations retain top talent and accelerate employee productivity.

4. Relevance of AI in Employee Engagement in Modern Type:

According to economic times to engage over 11000 employee's companies like AIR India has chosen workplace to Meta to open more communication with all the levels of

employee and to build community with its employees. According to HRK news bureau (2023) Companies has taken an initiate with a name of 'Share A Thought, Change A Lot', in which employees can give the suggestions to the management through drop down boxes or through QR codes and every idea will be acknowledged with the reward.

According to State of the Global Workplace: 2022 Report, only 21% of employees are engaged at work and 33% of the employees are thriving in their overall wellbeing. In South Asia 11% of employees are thriving which is the lowest regional wellbeing in the world. In India only 27% of the employees are engaged in 2021 which is 9% higher than the previous year. 50% of the people feels that it is the good time to change the job now. With the help of Chatbot the check-in process moved to self-service computer stations, agent roles evolved, enabling employees to focus on more critical, value-added tasks. The same thing happened for bank employees with the advent of the ATM. Traditionally two-way communication was used as an employee engagement practice which is now replaced by Engagement and collaboration AI tools such as NLX, Dost, AnswerRocket etc. To impart the quality and to boost the engagement of the employees various on the training programme were conducted by the organization which is taken over by virtual coach boats which help the managers in developing strategies for team management and leadership, Lighthouse, Receptiviti, BetterUp, Talla are some examples of These virtual coach bot tools use AI and machine learning to provide personalized coaching and feedback to managers, enabling them to improve their skills and better support their teams. They also offer a range of resources, such as webinars, coaching sessions, and assessments, to help managers develop their skills further.

To enhance the employee engagement, the reward and recognition is the standard

approach but with the progressive thinking of Gen Z the traditional annual appraisal platform doesn't blend well. The companies are now using AI-based reward and recognition tools are designed to improve employee engagement and retention by using AI to analyze employee behavior, preferences, and performance to identify and reward employees for their contributions to the organization. Kudos,

Bonusly, Workhuman, Achievers, Fond are some AI-based reward and recognition tools provide organizations with a range of benefits, including improved employee engagement, retention, and productivity. They also provide employees with personalized recognition and rewards, increasing their motivation and job satisfaction.

CONCLUSION

The technology is here to stay. HR managers need to figure out how they can integrate traditional models with the new technology driven models. They have the ability to use the data to identify patterns. They need to identify what information they want to access with those patterns and what goal it will serve.

Robust Data Analytic support HR professional in measuring employee engagement. It helps create an optimal employee experience starting from on-boarding that will reduce turnover and absenteeism and increase productivity. Integrating data analytic with employee engagement can give significant dividends by motivating employees.

REFERENCES :

- Asher, N., A warmer welcome: Application of a chatbot as a facilitator for new hires onboarding. 2017
- Cameron, G., et al. Towards a chatbot for digital counselling. in Proceedings of the 31st International BCS Human Computer Interaction Conference (HCI 2017) 31. 2017.
- <file:///C:/Users/HP/Downloads/state-of-the-global-workplace-2022-download.pdf>
- <https://hr.economicstimes.indiatimes.com/news/workplace-4-0/employee-engagement/wings-of-change-under-tatas-ai-selects-workplace-from-meta-for-engaging-with-its-11000-employees/93581857>
- <https://www.hrkatha.com/employee-engagement/ats-launches-initiative-for-employee-development-community-growth/>
- Hughes, C. Robert, L., Frady, K. and Arroyos, A. (2019), "Artificial Intelligence, Employee Engagement, Fairness, and Job Outcomes", *Managing Technology and Middle- and Low-skilled Employees (The Changing Context of Managing People)*, Emerald Publishing Limited, Bingley, pp. 61-68. <https://doi.org/10.1108/978-1-78973-077-720191005>
- Iwona Staniec and Magdalena Kalińska-Kula (2021). Internal employer branding as a way to improve employee engagement. *Problems and Perspectives in Management*, 19(3), 33-45. doi:10.21511/ppm.19(3).2021.04
- Maity, S., Identifying opportunities for artificial intelligence in the evolution of training and development practices. *Journal of Management Development*, 2019.
- Mer, A. and Srivastava, A. (2023), "Employee Engagement in the New Normal: Artificial Intelligence as a Buzzword or a Game Changer?", Tyagi, P., Chilamkurti, N., Grima, S., Sood, K. and Balusamy, B. (Ed.) *The Adoption and Effect of Artificial Intelligence on Human*

Resources Management, Part A (Emerald Studies in Finance, Insurance, and Risk Management), Emerald Publishing Limited, Bingley, pp. 15-46. <https://doi.org/10.1108/978-1-80382-027-920231002>

- O. Opeyemi Ogueyungbo, L. Moses Chinonye, Ebeguki Igbinoba, Odunayo Salau, Hezekiah Falola & Maxwell Olokundun | Pantea Foroudi (Reviewing editor) (2020) Organisational learning and employee engagement: The mediating role of supervisory support, *Cogent Business & Management*, 7:1, DOI: 10.1080/23311975.2020.1816419
- Rao, M.S. (2017). Innovative tools and techniques to ensure effective employee engagement. *Industrial and Commercial Training*, 49(3), 127–131. doi:10.1108/ICT-06-2016-0037
- Rathi, R., Artificial intelligence and the future of hr practices. *IJAR*, 2018. 4(6): p. 113-116.
- Serap Zel;Elif Kongar; (2020). Transforming Digital Employee Experience with Artificial Intelligence . 2020 IEEE / ITU International Conference on Artificial Intelligence for Good (AI4G), (), -. doi:10.1109/ai4g50087.2020.9311088
- Smith, Cameron (2018). An employee's best friend? How AI can boost employee engagement and performance. *Strategic HR Review*, (), SHR-11-2018-0092-. doi:10.1108/SHR-11-2018-0092
- Vos, T., et al., Global, regional, and national incidence, prevalence, and years lived with disability for 301 acute and chronic diseases and injuries in 188 countries, 1990–2013: a systematic analysis for the Global Burden of Disease Study 2013. *The Lancet*, 2015. 386(9995): p. 743-800.
- Wang, W., Chen, L., Xiong, M. et al. Accelerating AI Adoption with Responsible AI Signals and Employee Engagement Mechanisms in Health Care. *Inf Syst Front* (2021). <https://doi.org/10.1007/s10796-021-10154-4>.



Employee engagement & Its Impact on Employee Well-being

Mr. Ashish Waghe

Sr. Manager HR
Kalyani Maxion Wheels Pvt.Ltd

Mr. Narendra Patil

Head HR
Kalyani Maxion Wheels Pvt. Ltd.

Abstract

This study explores the effect of employee engagement activities on employee well-being, a detailed study to identify the employee engagement variable that is Engagement, Employee Enablement, Employee Empowerment, Innovation & Technology Drive, Manager relation, performance management, Resources and structure, Reward and Recognition, Senior leadership and last variable Talent & staffing, and data were collected 111 employees those are working in automobile industries, out of that 105 employees are male and 6 are female employees, between the age group of 18 to 60 and education level from Diploma to Master Degree, the main objective of the study is analysis the impact of above Engagement variables on employee well-being. There is evidence from the study that various factor influence on employee engagement and its indirectly affected on employee well-being

Introduction

Over the past three decades, there is tremendous industrialization, urbanization and economic growth, now the most of the industries is focusing on industry 4.0. If we study about the Indian government industrial policies, the its resulted in incremental percentage in production, as per the December 2022 data. India increase 4.3 % production and Electricity recorded biggest increase 10.4%, same in mining sector which is increase by 9.8% and Manufacturing by 2.6%. Today people are working age 15-64 years which represent the large percentage of Indian

population and in full time professional 46% which higher than global mean of 34%. Current drive " Make in India campaign with the aims to transform India to global design and manufacturing human and with good intention to create more opportunities in the private sector, however the employee wellness program at workplace is the main key of Indian Economic progress, The concept of Employee Engagement and employee well-being is not yet widely accepted in India, although some multinational corporates offer various engagement drive and wellness program but it is the fact the employee are not that much aware about the management drive due to lack of awareness, motivation and work load, there is need to create holistic approach to create a corporate engagement environment with effective nutrition communication plan to generate awareness, sustain motivation and try to improve employees lives inside and outside workplace. A strategic engagement drive with proper communication for behavioural impact with the framework of individual, interpersonal and corporate level which can help employees and positively affect on employee well-being. Due to this the overall organisational engagement environment is great concern, organisational support is an important source of employee engagement, there are lot of studies investigate the psychological processes which are helpful to promote the employee engagement.

Objective

- This article focusing on the effect of Employee Engagement on Employees

variable.

- Study the various engagement drive impact of employee Well-being.

Literature Review

According to Saks AM. 2022 Sep 1, focuses on how HRM practices and system are significantly related to employee engagement and explain the link in between HRM and employee engagement, he focus on development of such module of caring HRM drive and employee engagement and organisational climate as well strategies, the model indicate the HRM practices on job design m training & development, flexible work arrangement, work life balance, participation in decision making, work condition related to health and safety, carer development. The limitation of this article the researcher study only on the internal organisation climate, *he was not focuses on external factor such as job opportunities related to same kind of work climate and he never define the exact criteria for concern employees how the HRM practices will help fulfil those kind of employees to convert them in engagement activities.*[1]

This study is focusing on identify the influences of workplace cyber ostracism on employee online work engagement and their mental well-being by mediating the role of remote work challenges such as isolation, work home disturbance and absence of communication, the data was collected about 303 respondents through on line questioners, distributed virtually, those are working in private sector in Pakistan, the data was analyse through structural equation modelling PLS-SEM technique, the findings of this study there is positive significant impact of employee online engagement on employee wellbeing. While reviewing this literature the gap observed that, *the sample was limited it may not represent all employees those are working in private sector, it may be different if they use comprehensive sample size, they have use online sample*

question, if they use interview techniques may be result will different, the finding are related to Pakistan it cannot corelated with other countries[2]

This article explores the toxic workplace environment on employee engagement and try to focus on toxic workplace environment negatively affected on employee engagement, which directly or indirectly support to organisation as well as employee well-being, in this study used quantitative research approach and collect the data of 301 workers employees in the small and medium industries in China, with the intention of find out the relationship of toxic workplace ensnarement impact on employee engagement, the findings from this study is there is direct relationship in between toxic workplace and employee engagement, it has been also observed from this study that employee well-being will affect the behaviour of employee and it is contributing factor for employee engagement, organisation need to support to increase the employee engagement within the work and organisation, it shows that employee perceive the support from the organisation to improve the sense of belonging towards the organisation. The gap observed in this study, *the sample size is small, the larger sample size more clarity, the study is conducted to investigate only small and medium size of industries which can represent the whole universal, this study not consider the gender effect in the toxic workplace environment and employee engagement*[3].

This paper is focused Pro-environmental employee engagement, its responsibility towards the sustainability meaningful work, this paper find out that how pro-environmental job resources like supervisor support, involvement, information and meaningful work, personal resources influences pro-environmental employee engagement, the data was collected online self report survey of 285 fulltime and part time employees between the

age group 18-89 working across in the organisation in Australia, the data were analysed by CFA and SEM , it has been observed that pro-environmental meaningful job and engagement we significant , and overall result indicate that perceived organisational , job and personal resources play motivational role enhancing the employee engagement, ***the gap observed while reviving this paper the data analysed by CFA which data limit extent to which causality can be resolute although SEM supported the proposed relationship but for verifying the proposal longitudinal data is required , the sample size is small which can share the result of all areas[4]***

This study is investigated the effect emotional and instrumental support with the relationship of demand of work control with burnout the work engagement , the data was collected from 297 frontline employees from hotpot restaurant franchise in China , the result shows that emotional support is significantly contribute to emotional support which is helpful to caring and inspiration , which is helpful to mitigate high work demand and low control, emotional support work conditions, it s found that managerial implication to gain a deeper insight into functional support during job demand. al social support in the job demand control model. The major gap has observed that the sample size 297 no's is not represent the whole industry , the respondent are only frontline employees , it is not sufficient because there are other employees are contributing the role for improving the employee engagement , ***they have only focus on limited variable such emotional support and work condition, there other variable like compensation, reward recognition etc. are playing the major role in employee engagement[5].***

According to Tao W, Lee Y, Sun R, Li JY, He M.2022 Mar 1 mediation process model is most important which link to leaders related motivational communication , direction ,

empathic and meaningful language with employee during the employee engagement in time of crises , the meaningful communication satisfy the employee psychological need , the data is collected from 490 fulltime U.S employee through online survey , the management have define the communication strategies which are helpful to contribute to improve the employee engagement , it most significant factor for employee engagement also focus on effective internal crises communication, the data has been tested by SEM method, ***the author focused only on meaningful communication which he implies that it is the only contribution factor which full file the psychological satisfaction , but there other factor which contribute during the crises climate such as team and organisational leadership factors[6].***

Methodology and data collection :

The expressive research design was espoused for this study. The questionnaire was designed to consider the factor impacting employee engagement, job satisfaction and Employee well-being, to understand the effect of engagement on employee well being used nine variable such as Employee enablement, empower and autonomy, innovation and technology, Manger, Performance Management, Resources and structure , Reward and Recognition , Senior leadership , and list talent and staffing by designing @ 49 question and using the 1 to 7 scale , one has to represent strongly disagree, and Seven represent strongly agree. Since various researchers conducted various kinds of research on Employee Engagement and impact on Employee Well-Being, the descriptive design was adopted as the researcher intended only to project the scenario and describe the phenomenon.

Universe

Various employees from the automobile company the total employees are 500. The study of the whole universe is not required; therefore

researcher decided to select them by using the sample size calculation @ 5% no's and 95% confidence level. The sample was selected using Sample Random and proportionate sampling techniques. The questionnaire was sent to 120 respondents. Of that, 111 responded, 71 were blue-collar, and 40 were white collars. The data was collected by using an online questionnaire link. The questionnaire was prepared to collect data from employees on the various aspects of rewards and Recognition and their Impact on employees and the organization.

TABLE -I
DATA ANALYSIS & INTERPRETATION

| Variable | Sub Category | Blue (N) | % | White (N) | % |
|-------------------------|--------------|----------|----|-----------|------|
| Age Groups | 18-25 | 1 | 1 | 1 | 2.5 |
| | 26-35 | 36 | 51 | 5 | 12.5 |
| | 36-45 | 23 | 32 | 16 | 40 |
| | 46-54 | 11 | 15 | 16 | 40 |
| | 55-60 | 0 | 0 | 2 | 5 |
| Education Qualification | P.G. | 22 | | 20 | |
| | Degree | 18 | | 16 | |
| | Diploma | 71 | | 64 | |

DEMOGRAPHIC PROFILE OF RESPONDENTS

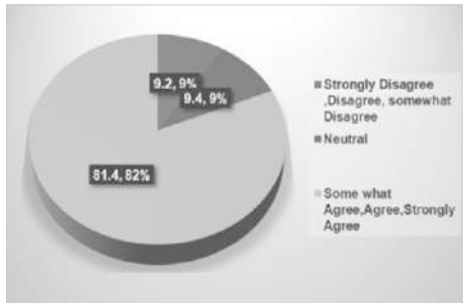
The largest group in BC, 51%, fell in 26 to 35, and in W.C., 40% fell in the 36-46 & 46-54 age category, and the age group 36 to 45 represent the BC 32 and W.C. 40% and 46 to 54 to represent BC 15%, the age group 18 to 25 represent BC 1% and WC and last 3.33% Represent the age group 55 to 60. Regarding education, the Diploma is the largest group, representing 49.10%, and Degree and Post Graduates 34.82 & 16.07%. The researchers asked about a method of Recognition. The result shows that employees preferred both kinds of Recognition, Monitory, and Non-monitory, which represent 68.29 in BC & 66% in W.C. and B.C. categories, 29.27% and W.C. 20% of respondents preferred only the Monitory Recognition method and only 2.44% BC & 13% W.C. respondent are in favor of Non-monitory kind of recognition method.

TABLE II
VARIABLE FACTOR SHOWING MEAN AND STANDARD DEVIATION

| Factor | Mean | Standard Deviation |
|-------------------------|------|--------------------|
| Engagement | 5.79 | 1.55 |
| Employee Enablement | 5.59 | 1.48 |
| Empowerment & Autonomy | 5.86 | 1.37 |
| Innovation & Technology | 5.95 | 1.36 |
| Manager | 5.44 | 1.30 |
| Performance Management | 4.02 | 0.94 |
| Resources & Structure | 4.25 | 0.97 |
| Reward & Recognition | 5.64 | 1.46 |
| Senior Leadership | 4.20 | 0.92 |
| Talent & Staffing | 5.92 | 1.26 |

The above table shows Ten variables process, such as Employee Engagement (M= 5.79 & SD = 1.55), Employee Enablement (M=5.59 & SD = 1.48), Empowerment and Autonomy (M=5.86 & SD=1.37), Innovation and Technology (M= 5.95 & SD=1.36), Manager (M=5.44 & SD=1.30), Reward and Recognition (5.64 & SD=1.46), Talent and Staffing (M=5.92 & SD =1.26), all the above factor positively corelated with Employee engagement, and Performance Management (M=4.02 & SD 0.94), Resources and Structure (M=4.25 & SD 0.97), Senior Leadership (M=4.20 & SD 0.92) found negative corelation with Employee Engagement.

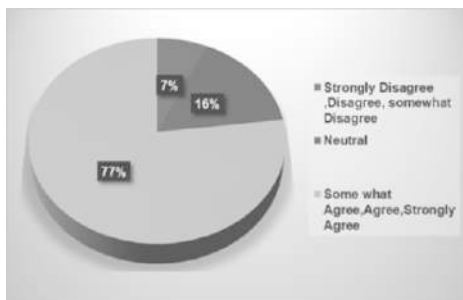
1. Employee Feed back on Current Engagement Level



(Fig 01)

Survey shows that majority of 81.4% employees are happy with current employee engagement drive which is driven by company , perhaps management should also think about 18.6% employees those are not that much comfortable about current engagement drive.

2. Employee Enablement toward Engagement

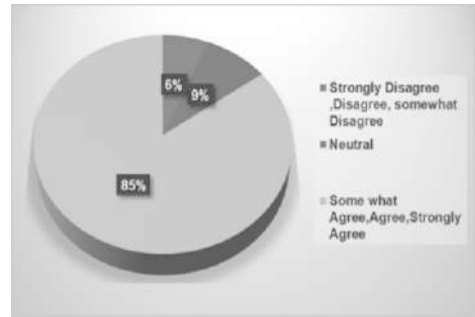


(Fig -02)

It has been observed that majority even though positive trends of 77%, but need to focus on natural and disagree percentage which is 23%.

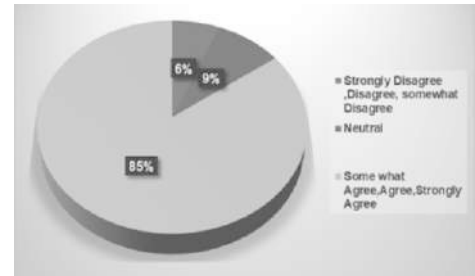
3. Employee empowerment & Autonomy towards the employee Engagement.

The result shows that organisation need to keep continue the same drive .



(Fig-03)

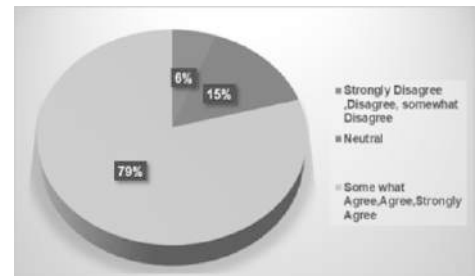
4. Innovation and Technology drive towards the employee engagement



(Fig -04)

The Result shows that 85% employees are happy with current drive of Innovation and technology which found good initiative of organisation towards the employee engagement.

5. Manger roles towards the Employee Engagement.

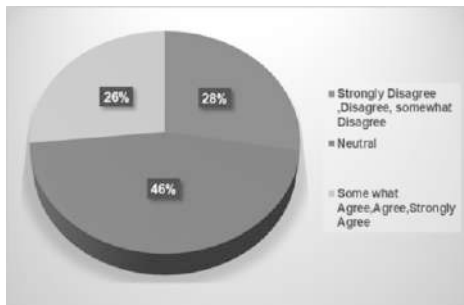


(Fig.-05)

More than 79% employee are happy the current role of manager and its shows the

organisational culture about the employee empathy and self esteem , but organisation need to take care of 21% employees.

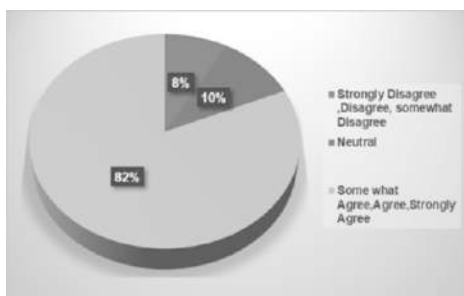
6. Organization current performance system and employee Engagement.



(Fig-06)

In this survey this curtail point , survey result shows that only 46% employee are happy with current performance appraisal system & 26% employees are not happy and 28% employees are natural ,its shows that organisation really need to focus in this area.

7. Resources and structure & Employee Engagement

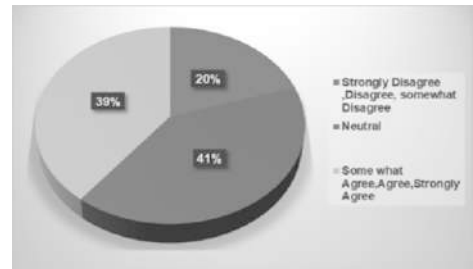


(Fig-07)

The survey result shows that organisation need more focus on Resources and Structure, because 41% employees happy with the current policies about resources and structure , 29% employee are not that much comfortable and 39% employees are have natural response, which is significant

factor impacted on employee engagement.

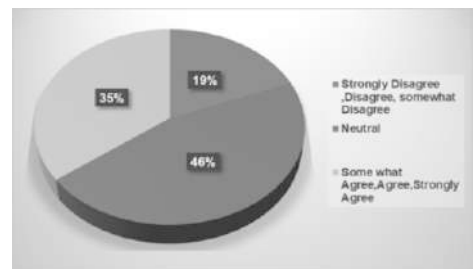
8. Reward & Recognition and Employee Engagement .



(Fig-08)

It is observed that majority of 87% employees are happy with current Reward and recognition drive which may helpful convert the 13% employee aligned with current rewards and recognition drive.

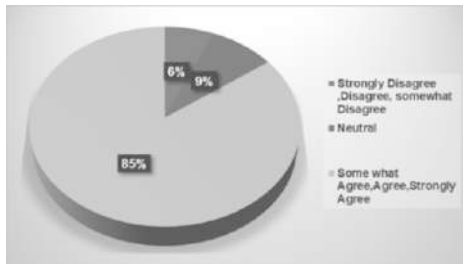
9. Senior Leadership & Employee Engagement.



(Fig-09)

The Result shows that senior leadership is significant factor which impacting on engagement, because only 35% employee are favourable towards the current leadership style toward the employee engagement, 45% have natural opinion and 19% totally unhappy, the organisation need take more efforts to change the leadership style which may orthodox belief, there is need to change the style with suitable with current engagement drive strategy .

10. Talent, Staffing & Employee Engagement



(Fig-10)

The Result shows that organisation is really concern about Talent and Staffing , they always focuses on retaining the employee to achieve the business goals ,always attract well prepared employees, promoting the best equipped employee to achieve the business goal, the structural approach for talent acquisition.

CONCLUSION AND FINDINGS :

From the above study it is concluded that Employee Enablement ,Empowerment & Autonomy ,Innovation & Technology, Manager Style ,Performance Management, Resources & Structure ,Reward & Recognition, Senior Leadership and Talent & Staffing drive plays the significant role in employee engagement , it has been observed that , the organisation need to more on their current performance appraisal strategy towards good understanding of job performance and accomplishment, follow the commitment, support for developing the competencies, clear idea about my goals and priority, and focus on resources and structure such as care and concern about their employees, sufficient resources to do work effectively, I well organised work in performing area and enough people to work get it done and major focus area observed during this study about leadership style it is also one of significant factor which impacting on employee engagement, the need to focus in inspiration to do new things, respect about employee feeling, talks about most important values and belief, expresses the confidence to achieve the goal, and act in a way that build the respect.

Limitations and Scope for further research

In the context of this study incorporating simple methodology selecting past literature and survey of limited sample size of 111 employees of manufacturing industry , based on the variable taken, the same possible variable can give different results in other literature and more sample size of other industries also , which may give the different result , and it may be the scope for further research.

REFERENCE

1. Saks, Alan M. "Caring human resources management and employee engagement." *Human Resource Management Review* 32.3 (2022): 100835.
2. Yang, L., Murad, M., Mirza, F., Chaudhary, N. I., & Saeed, M. (2022). Shadow of cyber ostracism over remote environment: Implication on remote work challenges, virtual work environment and employee mental well-being during a Covid-19.
3. Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How Toxic Workplace Environment Effects the Employee Engagement: The Mediating Role of Organizational Support and Employee Wellbeing. *International Journal of Environmental Research and Public Health*, 18(5). <https://doi.org/10.3390/ijerph18052294>
4. Albrecht, S.L.; Bocks, A.; Dalton, J.; Lorigan, A.; Smith, A. Pro-Environmental Employee Engagement: The Influence of Pro-Environmental Organizational, Job and Personal Resources. *Sustainability* 2022, 14, 43. <https://doi.org/10.3390/su14010043>.
5. TWu, T., Yuan, K., Yen, D. C., & Yeh, C. 2022
6. Tao, W., Lee, Y., Sun, R., Li, J. Y., & He, M. (2022). Enhancing Employee Engagement via Leaders' Motivational Language in times of crisis: Perspectives from the COVID-19 outbreak. *Public Relations Review*, 48(1),
7. 102133. <https://doi.org/10.1016/j.pubrev.2021.102133>



Employee Engagement: A Strategic Process to Reach the Top Roi In The New Normal

Ms. Hemangi Dhokte
Head HR & IR–Human Resource
Actuation Technologies, Emerson
Talegaon, Pune (India)

Dr. Ashish K Vyas
Research Guide,
ZIBCAR, Pune

Abstract

Employee Engagement is a process which binds an employee with the organisation to perform beyond the assigned goals to achieve superior results. It is the deep rooted belongingness in the heart, head of an employee for which the employee often owns every success and failure and feels self motivated to walk extra miles for the improvement purpose.

Korn Ferry defines a specific competency for achieving this as “Drives Engagement” that means creating a climate where people are motivated to do their best to help the organization to achieve its objectives.

The term employee engagement emerged in the 1990s in The Academy of Management Journal as a concept in response to the shift in the attitudes of the workforce. Increased global competition led to decreased job security and a more fluid workforce as a result. As employee turnover increased, it impacted employers' ability to stay competitive, and replacement and lost job skills were costly to the business. Belonging is at the top of the most recent Global Human Capital Trends survey with 79% of survey respondents saying that fostering a sense of belonging in the workforce was important to their organization's success in the next 12–18 months. 93% agreed that a sense of belonging drives organizational performance.

Despite employee engagement being viewed as positive company-wide, the majority of employees are disengaged at work. According to Gallup data, the overall percentage of engaged workers during 2022 is only 34%, down from 39% in 2021.

Lesser Attrition, Higher retention, Job Satisfaction, Productivity.

Introduction

Why Employee Engagement is Important?

Engaged employees add most value to the organization as their work behaviour is engaged, focused and more aligned to the exact requirements of the business. While after the pandemic the workplace itself has undergone massive transformation, where from the conventional workplace we now work in a hybrid and a virtual workplace. We often see our colleagues and Managers on the camera screens than in person. In such circumstances, it is highly imperative to keep the employees engaged enough to retain and be focused on the company and self objectives. The distractors are more in the number than the engagement enablers resulting in creation of a disengaged workforce. We need to look at the difference of an highly engaged employee and a disengaged employee to understand this value chain as illustrated here-



Fig.01- Engaged Disengaged Employees

Key Words : Higher Returns, Belongingness,

When employees are engaged, they are more likely to invest in the work they do which leads to high performing employees. Employees who are engaged are more involved and work harder while disengaged employees are likely to only do the bare minimum to get by. This holds for organizations across multi-industries including service, manufacturing, IT, telecom etc.

How to Effectively Use Communication to Engage Employees?

We recognise the multiple enablers of Employee Engagement, but considering the new normal post pandemic, an Effective Communication is a Key Competency that builds a strong bond connecting Employees and the Organizations irrespective of their physical locations. We talk about Employee Engagement so often in the workplace, but many manager and leaders are unsure of how they can really know if their employees are engaged. Let's see the key factor of Communication that enables and strengthens the employee engagement in any organisation especially in context to the new hybrid and virtual workplace-

Effective Communication - If employees lack relevant, accurate, engaging information and instruction, we can not expect them to do their jobs well. With timely and proper communication, employees do minimize the time and resources they might otherwise waste. They also feel excited about their work when communicated effectively and the results prospects are shared with them. Employees start identifying and connecting themselves with the Vision, Mission and Values of the organization. That includes even hybrid workforce or employees who might spend most of their time in the field. This is the population that's most vulnerable to feeling disconnected from the company.

If a large part of the workforce does not come to the office every day and instead 1) works remotely from home, or 2) spends lots of time out in the field, we need to pay particular

attention to make sure that the communication and employee engagement strategy reaches them. It can be achieved by –

- Effectively communicate business plans and strategies for every member of the team.
- Encourage open lines of communication within the company between employees.
- Use an engagement surveys to get the inside scoop on how employees are feeling.
- Recognize the efforts made by employees on various grounds and make employees feel valued.
- The Managers and Employees need to meet regularly and communicate via phone, email and in person. And the communication isn't just one-way. Successful management responds to employee emails and concerns.
- Try to make genuine connections with your employees. Get to know them personally and make them feel comfortable talking about personal as well as professional concerns. In a productive workplace, your employees will feel safe to share ideas, challenge the way things are done and trust that their managers will support and listen to them.

How to Measure Employee Engagement?

And

How to reap benefits of Employee Engagement?

There are certain quantifiable things that are easy to measure such as how many steps you walk on a daily basis or how many glasses of water you drink per day or how many hours do you read per day. Measuring employee engagement is not that easy, as it is a combination of motivation, happiness, satisfaction, and commitment, which are invisible traits, feeling, actions.

There is no single tool for measuring employee engagement which will give a complete picture in one shot. A good dashboard will include a handful of metrics that help to learn about employees. Some of the parameters that may be

of great help are enlisted below-



Fig.02- Employee Engagement Metrics

1. Voluntary employee turnover rate

Highly engaged employees are less likely to leave voluntarily – and this reflects in voluntary employee turnover rate. Turnover is one of the highest costs for any organization, and a lower turnover leads to less disruption, greater productivity, and more cohesion. The more satisfied an employee is, the less likely they are to resign.

When employees are supported, have good relationships, are being developed, and feel challenged in their work, they are likely to have a longer tenure with the organization.

2. Employee retention rate

Similar to turnover rate, employee retention looks at people who stay with organization. A good employee retention rate cuts down on the costs of onboarding a new employee. It also increases productivity – the longer someone is with an organization, the better their understanding of internal processes. This allows employees to do things faster and with greater accuracy.

3. Absenteeism

Workplace absenteeism is an indicator of many things, such as poor working conditions, poor governance, bad leadership, or a lack of work-life balance. It can also be an indicator of employee satisfaction – as a high absenteeism rate correlates with

low employee satisfaction.

Absenteeism is a behaviour that can also have a severe knock-on effect. A higher absenteeism rate results in a greater workload for employees, which, in turn, causes more stress and job dissatisfaction rate as a result.

4. Employee Net Promoter Score (eNPS)

Employee Net Promoter Score (eNPS) is one of the most well-known HR metrics to measure employee engagement. Organizations often measure it through an employee engagement survey.

This metric is measured by the question “On a scale from 1-10, how likely are you to recommend this organization as a place to work?” or “Based on your experience, how likely are you to recommend our organization to a friend or colleague?” Based on the responses, one can identify detractors, passives, and promoters.

5. Employee satisfaction

One of the easiest ways to measure employee satisfaction is through a simple survey, which contains a combination of open-ended and closed-ended questions. Employee satisfaction takes into consideration external factors, such as working conditions, benefits, salary. On the other hand, employee engagement looks at things such as how an employee is intrinsically motivated and whether they buy into the company vision. Although they both look similar but Employee Satisfaction Score gives a broad idea of Engagement level.

6. Employee performance

Highly engaged employees are likely to perform very good in their jobs. An analysis of work performance vs. employee engagement would be a clear indicator that the two are highly correlated. Improving engagement would lead to an uplift in performance, and vice versa.

These are some and not all the parameters that explain about Employee Engagement. Every organisation can judiciously decide which factors work best for them.

the guidance of Mr. Dinesh Samudra –Ex CEO and Director – Clinivantage to help us to elaborate more on maximising ROI with Employee Engagement.

Acknowledgement –

Authors of this article would like to appreciate

CONCLUSION:

The Glassdoor Research says that 1.3 point amount customer satisfaction increases when a Company's employee ratings go up 1 point.

A low employee engagement rate often causes low customer satisfaction, and the other way around.

An Aberdeen Research report states,

“Customer experiences don't happen in a vacuum. They are the result of employee activities. Businesses that understand the importance of employee engagement and manage it through a formal program to align to their customer experience goals achieve far superior results”.

Oftentimes, customers can be happy, but employees can be burnt out, so it's important to strike a balance.

It's also important to understand the ROI of high employee engagement. After all, more engaged employees are more productive, and therefore have a higher ROI.

BestBuy, for example, was able to precisely identify the value of its highest engaged employees and the impact on operating income. BestBuy found that an increase of 0.1% in employee engagement results in more than \$100,000 in the particular store's annual operating income. Studies by Gallup have also found that organizations that prioritize employee engagement can experience a 20% improvement in sales.

An organization can work without a great office, without a great infrastructure but it can never work without great employees. It can earn money but not respect if the employees are not happy and engaged, loyal with it.

REFERENCES:

1. Korn Ferry – For Your Improvement- Competency Development Guide
2. <https://www.aihr.com>
3. <https://www.globalengagementsolutions.com/blogs>
4. Oracle Institute



'Past, Present & Future of Employee Engagement: Learning & Way Forward'

Mr. Dattatraya Ambulkar

HR- Management Consultant & Founder
"Involve2Resolve"

Abstract

Employee Engagement has been the widely preferred drive and initiative. The drive basically focused on Employees is as old as perhaps the industry is. However, it has got many dimensions which have evolved the concept in most need based and customized manner at the organisational level. Over the period of time, this has become the much relevant and progressive approach for the HR professionals and the Management teams to respond to the Employee Engagement.

The quick review throws the light that historically, Employee Engagement, (hereinafter mentioned as EE) has been relatively new term in the Management work practices. It has also given to the added perspective and new and improved to the HR profession and functional managers over the period of time.

Historically, EE is a relatively new term in Management as it came into practice in in 2000 in a structured manner. Thereafter during 2005, the term EE found the place formally in Workforce Magazine, Harvard Business Review and Washington Post. The concept thereafter, started getting wider acceptability in corporate and industry.

It has been the distinct feature that most of the management literature mentions multidimensional approach while mentioning about EE. For example, The Chartered Institute of Personnel Development defines EE as the combination of employee commitment to the organisation. This essentially involves the concern towards the growth of organisation, alignment with the organisational values and willingness to extend the help to the colleagues

at workplace.

Looking at the historical perspectives, multiple dimensions have been used and referred for EE, which broadly gives the reliance on employee satisfaction, commitment, involvement, loyalty and sense of pride for the organisation.

The labour legislation immediately after in the Independence, paved the way of EE in Industry in our country. The provision of Works Committee under the Industrial Disputes Act, 1947 can be seen as the pioneering experiment of EE in our organised sector.

The journey of EE in our country has got the momentum upon the Public Sector got established during late sixties. With the very modest start of EE, the public sector introduced and system of workers participation in Management at the Enterprise Level. This has its initiating impact of getting the board room entry available to the union activists. Taking clues from this initiative, various steps were taken and initiated across the industry. This mainly involved in the form of Employee Suggestion Scheme, Organising various events for employee recognition and so on.

After the first phase on liberation, the liberal economy particularly for the East brought the new tech work practices. This mainly included encouraging employees work practices through Kaizen, Small Group Activities, Quality Circles etc. This provided the participative way of working to both, the management and workers both at unit level.

With the increased and improved responses to the concept and implementation of EE, multiple

steps and processes were studied, evolved and implemented. This resulted into providing and extending the organisational support including the new theories, subject matter expertise which has been getting extensive requirement response across the industry. The Gallop Research Group and Great Place to Work Institute employees are being sighted as the main such initiatives in this regard.

The Author No 1 to his credit has got the proven professional opportunities in the areas of EE and its implementation successfully in large scale organisations in multiple areas of Industry. This mainly involved Suzlon Energy Ltd and Jawaharlal Nehru Port Trust (JNPT) to name a few. The expertise of the author got further backed up by his research based functional approach 'IR: Involve2Resolve'. This professional concept has been awarded the Copy Right and Trade Mark by Government of India. The theme of Involve2Resolve also got spread to various organisations through professional interactions and customized guidance.

Key words

Employee Engagement, Involvement, Employee Satisfaction, Measurement, Employee Initiatives, Management Interventions, Recognition and Appreciation, Motivation, Communication, dialogue, Documentation, Systems and processes.

Introduction

Organisations are leveraging the power of its people to create high performance and agile workforce and workplaces that inspire involvement and innovation.

It has been now proven beyond any doubt that engaged employees elevate the chances for success of self and of the organisation, when they go beyond their individual accountabilities. In this regard the praise, recognition, appreciation and celebrations remain constant source of energy to the employees. In order to deal with the employees and their engagement

across the organisation, it is important to know and ensure the way you channelize this inner energy source to deliver maximum impact to make the effective difference.

The usual areas focused for employee engagement broadly include various initiatives such as Job Description, Job Engagement, Career Progression, Financial Incentives or rewards, Recognition and appreciation, Team orientation etc.

The above historical and much preferred drives were the traditional indicators for and in the areas of EE. In the recent past, the major transformation took place due to and during Corona 19. And its outburst. Like every field in the life and areas of management functioning, More that EE policies and processes, its practicing became the sole determining factor for EE. Majority of the organisations in Indian Industry have proved that they can withstand and sustain critical eventuality through the common thread of engagement at enterprise and employee level. This even include our MSME Sector and their proven success story is going to be the major mile stone in the professional journey of EE even at global level.

To explore the take away of the EE in the changed organisational, business and challenging situation by devising revised agenda for EE for the organisation. Managements and Managers to develop, nurture and maintain the need-based EE and to make it robust at conceptualization, implementation and execution.

Literature Review:

Researcher has reviewed his own concept of 'Involve2Resolve' which provides and spells out the elaborate frame work of involvement of Managers and Managements with reference to all the vital factors and aspects related to and attributing for EE @ Work.

'Involve2Resolve' has been awarded the Copy Right and Trade Mark Certification by Government of India. The author has success-

fully implemented the concept in the organisations he worked during his corporate tenure and is continuing in his consultancy and training assignments.

Reference and reliance has also been given on the following publications and documents to substantiate the theme of the research paper.

Article on The Power of Small Praises by Shailaja Kaushik published in 'Human Capital' February 2014.

'Employee Engagement and Industrial Relations Climate in Large Public Sector Organisations, by Asim Talukdar, published in The Indian Journal of Industrial Relations, October 2013.

Kudos Culture, case study published in Human Capital, December 2007.

The Magic of Communication by Arva Shikari published in Human Capital September 2011.

Work-life balance: A key to positive work attitude by Ekta Sharma and Madhuri Jha, Published in The Indian Journal of Industrial Relations July 2021.

Work life Benefits and Employee Well Being: Role of Perceived Organisational Support and Self efficacy published in The Indian Journal of Industrial Relations October 2020.

Indian's Best Workplaces published in The Economic Times 22nd June 2021.

Premise, Processes and Practices of EE:

The process of EE is established over a period of time and it has thus become the part of Industry Practice.

In order to ensure successful and effective implementation of EE policy and process, it is very essential to make it easy and simple. It should be ensured that the EE intervention

should not be confined only as the HR intervention and Employee involvement in limited manner. It should rather be taken up as Management Mandate having the back up of employee commitment to the cause of EE at organisational level. Adequate frequency and consistency in implementation will provide the early and essential background to make the EE successful at organisational level.

Historical Perspectives of EE:

In Indian context, perhaps the Public Sector came as the pioneer in the field of EE. The initiative started with the Workers Participation in Management and was further driven up to Workers Directors on the Board. This was governed by the governance mode by empowering the workers directors' power with some riders. The Trade Unionism had its own impact and thus the very ambitious policy-based drive at the national level could not impact across the industry and workforce.

However, it got subsequently evolved that according to Hay Group (2010) climate affects organisational performance by influencing employee motivation. The climatic survey carried out based on the above premise in one of the public sector power company resulted into following hypothesis-

Higher the job satisfaction is higher employee motivation. Effective leadership behaviour positively impacts the employees. Salary and Benefits do not enhance employees motivation. HR function can positively impact employee motivation through EE. Organisational values impact positively on EE. Effective Leadership behaviour improves employee job satisfaction and organisational values.

Resultant of the above and similar types of studies and experience-based learning came up in the form of the structured and improved ways and versions of EE at organisational level.

The elaborate and wide structure came up with

the active and reach based involvement of Gallop Research Group which accelerated the process of EE in industry substantially. Since the Gallop approach was based on the formula of measuring and mapping of the EE in multiple and business specific dimensions including providing the EE specific Score Card in the structured manner, it got wide acceptability and wide acceptance across industry.

Human Relevance in EE:

Like every other employee focused initiative, driving EE essentially calls for involvement and utilization of Human Capital. EE is attaching employees with the organisation through alignment and commitment.

Employee engagement has got the positive effect and impact on business including customer loyalty, productivity, profitability, sales growth, stake holders return, effective commitment and organisational performance.

As illustrated above, employee being essentially the key factor in the whole process of EE, it is extremely essential to check following steps to succeed in EE –

Build a strong foundation with systematic planning.

Check with employees about the rewards they would value most.

Vary the rewards depending upon the different employee needs.

Re-evaluate the reward program keeping it relevant always.

Keep performance expectations clear always.

Carefully define the objective, criteria, behaviours and results.

Ensure that recognition does not get turned into entitlements.

Make sure that recognition is not too small or too big.

Keep systems and processes streamlined so that the timely recognition is ensured.

Aligning EE & business:

Like employees, EE also impacts on the employees and the organisations both. It is therefore extremely essential to take up and execute the EE process focusing the business needs keeping in view the relevant perspectives of employees. The past and the existing practices in this regard can be much helpful.

Ensure that the vast and untapped potential is tapped while proposing, implementing and executing the EE initiatives. While the proven frame work of EE is essential to be followed, the management need to make it employee centric and business specific.

Keep in mind that there is deep impact on the employee boost up and employee morale both. While hard cash works for one, another gets satisfied with from public praise and another's spirit is lifted by a simple pat on the back. The formula of success lies in ensuring the balance and the balancing act between the enterprise and employee's expectations through the organisation specific and customized employee engagement platform.

When it comes to EE, communication is the foundation for any organisation. It is more so at the worker level since they are the ones who transform the organisational vision into action bring it to the reality at the work and workplace.

Here, the magic of words and communication is very vital. It is to be further ensured that such workplace communication is reciprocal. This can be easily ensured through leadership dialogue and employee speak out in the form of communication. The speak out by one employee who is getting recognised for his or her distinct work contribution under the EE Scheme, can be motivational tool for many

others. Some of such selective success stories are always worth for the corporate reference and future relevance at the organisational level.

Tips such as making and executing effective and adequate communication plan, taking the communication seriously and consistently, willingness to listen and share, process of reciprocal communication, removing the communication bottlenecks, planned communication strategies are very relevant for every manager to facilitate the process of employee communication in successful manner.

EE to match the climate and culture:

It is essential to understand that the any initiative under EE must match to the organisational requirements, business priorities and employee expectations. The combo of these elements becomes the adequate base for the EE to drive further in the organisation. It becomes extremely important for the Mangers and Management to provide the adequate, desired and employee focused frame work to conceptualize enterprise level EE initiatives.

A review in this regard reflects that in the corporates and industry, the EE has been broadly and informally categorized in two segments. Historically it being the white collared and blue collared. This further indicates the Manufacturing and Service or IT enabled sectors in the industry across the organisations.

The EE interventions and its execution in both these broad sectors has been traditionally different and distinct. While it was more on the hard-core workplace improvements, employee's suggestion, employee involvement, innovation and appreciation for blue coloured employees, it was focused on employee recognition and retention-based engagement in IT and service sector industries.

Based on the above broad bifurcations, however, the moment in and for EE continued with equal spirit. The frame work of EE making

balancing acts got different shapes. The important aspects of tis processes were that it got evolved over the period of time and was specific to the organisational culture and work climate and practices.

Thus, came the different types and patterns of EE in respective business areas. It was broadly titled and accepted as 'Clap and Pat' for the blue coloured sector and 'Birthday and Balloons' for the service sector including IT and IT enabled areas. With the merits and limitations such systems continued and implemented.

At the same time, there were organisations which preferred and followed the Gallop Approach of EE which is considered to be robust and proven. The reason for such adherence and acceptability for Gallop pattern of EE has been its wide coverage and conceptual clarity.

This got further finetuned and refined with the initiative like Great Place to Work since last about 15 years. The initiative provides the path to organisations for follow and participate in the new initiative to be a great place to work. The Great Place to Work Institute to its credit has got the proven frame work clubbed with consistent study backed up by updated research. The system specific acceptability and the organisational credibility attached to the GPTW approach has certainly provided the new avenue for exploring EE at work.

The broad distinction between Gallop and GPTW with regard to EE is that the Gallop provides the base and basics for EE by assessing the level of employee satisfaction and measuring its index. It also provides the EE score card to the Manger and Management which becomes very important reference tool to know about the EE at functional and organisational level.

While the theory and practices out of GPTW system and processes are based on the concept of how to feel the employees that they are working for the great place as their workplace.

The yard sticks lay down the drives for the employees to carry such feeling and to have the Pride at work based on different factors. This again, has its proven merits at the corporate and organisational level and can have different merits for EE as well. It is pertinent to understand and know that need based and customized approach keeping in view the organisational culture and work practices at the business level should determine the approach the Manger and Management need to follow towards EE.

To sum up and summarise, the approach towards EE by Gallop has been more specific on the EE related elements such as Career Progression, Relationship at work, Care and concerns, Developmental avenues, Reward and Recognition etc. whereas, GPTW provides the wider perspective and frame work at organisational level mainly inclusive of responsive way of managing EE at the apex level such as balancing and manging the organisational expectations and meeting the employee aspirations , Branding of the Employer, Improved sense of belonging etc, The preferred phase for the Management and the practicing Manger would be opt for the matching pattern of EE intervention meeting the engagement specific requirements of Employees and Employer. Practical and participative approach in this regard can be useful and is worth exploring.

Practicing EE @ Work:

The researcher has conceptualized managerial approaches towards EE during his tenure as the corporate HR professional. 'IR: involve 2Resolve' provides the functional frame work to the Manager and Management giving reliance on involvement at their level in the issues and concerns related to employees and ensure their resolution as the end result. This would enable the management team at the functional level to respond the employee specific issues in timely and proactive manner. 'Involve2Resolve' thus provides the functional frame work for EE.

The other intervention conceptualized and

implemented by the Researcher is on the basis of Employee Recognition and Appreciation along with Leadership Dialogue and Employee speak out. This was business focused and function-based initiative to motivate particularly the blue coloured employees for business specific and result oriented work place improvements. It was ensured that the initiative should not be confined to mere employee suggesting scheme and appreciation by suitable reward system.

The Business Case here was the large scale of organisation having multi state and multi locational business presence. The business module essentially makes it compulsory for the operating staff which in large number, to work on 24x7x365 basis at a very remote and isolated places. Being away from the family was the major common concern for the employees.

The business pattern and customers being very demanding, the functional managers and the management used to face the functional challenges in multiple manner. This mainly resulted into concerns such as employee sickness including the home sickness and there by resulting into substantial employee attrition.

The issue being the concern at the organisational level, was discussed, reviewed and studied at length I the light of 'Involve2Resolve'. The process and approach followed for this purpose included locational visits to interact with the employees' concern, focused group discussion with the managers and employees, getting the feedback on the existing systems related to employees including the policy and processes being followed etc.

Upon collating the inputs as mentioned above, it was deliberated at length initially with the HR team, then with the cross functional team of the mangers and subsequently with the top management of the organisation. This exercise intern provided the wider base and acceptability as the management intervention and management mandate. Employees major concerns were

incorporated and addressed as the part of the process.

Upon the acceptance by all the internal stake holders, the major steps included preparing elaborate communication and execution plan, adequacy with reference to leadership dialogue and employee speak out, recognition and appreciation for the deserving employees, highlighting the employee concerns and its responsive resolution, providing the avenues to employees in the areas of sports , cultural customs and programs etc with a set frequency.

The resultant was encouraging. With a much competitive budget and investment of business time, at the organisational level the connect from Top floor to Shop floor was established in a visible manner. Employees got the opportunity for innovative involvement and business specific improvements, Recognition and Appreciation was established, the outlet and the opportunities provided for the seasonal sports and cultural occasions reduced the sense of isolation among the employees which was shared as the part feedback system devised and executed post implementation of 'IR : Involve2Resolve'.

EE during and after Covid 19:

Like all the areas and fields of business and management at global level, the post Covid 19 era , particularly the years 2020 and 2021 proved to be the change maker. As all the processes at work and workplace, underwent tremendous changes, the HR processes were not the exception and the EE processes have seen major and unforeseen changes.

In case of India and Indian companies, despite the major odds faced by the Covid 19 situation worked defiantly and positively as well. Despite the unexpected and totally changes and challenging situation accrues the globe, the Indian industries particularly those from the MSME Sector have not only survived and sustained, but also even created the success stories in multiple manner.

This was actively referred at all the levels of Management across the industry and the quick introspection reflects it as under-

When the industry during Covid 19 had very tough time, industry leadership proved its worth adopting and implementing leading by example way and in multiple manner. Despite facing multiple challenges and constrains. And apart from continuing partial or full pay out, introducing wellbeing allowance, giving time off for healing to the staff affected by Covid, extending support to the Covid victims kin and Extending multiplier care and concerns etc.

The timely healing touch has paid and the in turn, the employees came out with all types of positive spirits to the organisations. Extended flexibility and adaptability towards multiskilling including upskilling and reskilling was demonstrated and extended at majority of the organisations. To the industry and professional experts, this responsiveness came from even the unionised sector of industry.

As situation both for employees and employers was the question of success and survival, the base for EE was survival of the business and industry and thereby protecting the employment, it was equally challenging for both.

The researcher has engaged sessions for MSME owners and employees' including the sessions including the personalized counselling during Covid 19 and it got revealed that survival during Covid and success thereafter was the major priority for the entrepreneurs, whereas the employment and employability was the two way concern for the employees..

LEARNING AND WAY FORWARD TOWARDS EE AND BEYOND:

The EE has come the long way. During last over seven decades, it has seen the transformation from workers to have their voice through the works committee at the shop floor, representation at the board level, organisation specific improvements through innovative contributions, reward and recognition and appreciation in multiple manner.

Apart from the above changes and changed trends and practices in EE, Covid 19 has proved to be a major change factor and trend setter. This trend is likely to be there for few more years to come. It will also be the guiding factor and guiding principle based on these trends shall provide the most experience-based learning for all the stakeholders related to EE at work. This would include the shift from softer part and processes towards EE such as shifting from celebrations and events to more business focused, employee specific and focused interventions.

As the managerial perspective to the Employee Engagement and its past, present and future perspectives, there lies the silver lining that the human specific and vital responses based on care and concern by the managements and responsive and flexible way of working would be the deciding and determining factors for EE in India and even Bench Mark in global context.



Strategies for Quality of Work-life & its Implications on Employee Engagement – A Review of Research

Dr. Subramanya Manjunath

Former Principal and Dean, SSIMS, Tumkur, Karnataka;
Visiting Faculty: Christ University and Jain University,
Bangalore. Advisor – HRM to Industries and Corporate Trainer

ABSTRACT

In today's changing business environment, the quality of work life for employees has gained much focus and emerged as a matter of concern for HR professionals. While fast-track career progression and quick professional gain are the needs and aspirations of employees today, the quality of work-life is also given more emphasis than ever before by the employers and the employees as well. It is imperative that healthy, capable, and engaged employees are a company's capital and a major competitive advantage. It is a fact that a highly engaged workforce is 50% more productive than an unengaged workforce. It is presumed that the quality of work life has a linkage to employee engagement, which has implications for employee attitudes, behaviours, and wellbeing as well as organisational effectiveness. This research aims to understand the concept of quality of work life and its linkage to employee engagement and review the strategies that improve quality of work life and enable the employees to fully engage in facilitating the organisations to be more resilient and effective to gain a competitive advantage. It is evinced from the research studies that some of the factors that improve quality of work life and impact employee engagement are equity and fairness in pay and rewards; a safe and healthy working environment; meaningful work content and job design; career growth and advancement; equitable treatment at work, feedback, and recognition; work-life balance; the social relevance of work life; and organisational leadership. The findings of the study indicate that quality of work life is a shared responsibility of both employee and employer, which emphasises the development and involvement of employees in work

decisions. Further, employees tend to be happy and fully engage in improving productivity when the organisation ensures consistency in improving the quality of work life, which also facilitates better business results and the retention of talent. The study concludes by advocating that quality of work life has a coupling effect both for the employer and employees, and thus it is the primary concern of an organisation to continuously strive to improve the quality of work life of the employees, which facilitates the employees to fully engage in improving productivity and achieving competitive advantage.

KEY WORDS:

Quality of work life; Employee engagement; Competitive Advantage; Work Environment; Feedback and Recognition; Flexibility; Leadership; Work-life Balance,

Classification: JEL Classification Code – J24

I. INTRODUCTION

Post-economic liberalisation and globalisation have compelled organisations to become more swift and competitive to meet the changing needs and demands of their customers. Further, the rapid advancement in technology, particularly from the beginning of the second decade of the twenty-first century, has revamped the changing nature of work and the life styles of the employees as well. The organisations are finding it difficult and facing a challenging situation to recruit and retain employees because of the ample job opportunities available for those who possess extraordinary knowledge, skills,

and abilities. While fast-track career progression and quick professional gain are the needs and aspirations of employees today, the quality of work-life is also given more emphasis than ever before by the employers and the employees as well.

Further, today's organisational scenario is marked by the fast pace of change, intense pressure from internal and external sources, changing demographics, and increased use of technology, which has affected the lives of people. It is imperative that healthy, capable, and engaged employees are a company's capital and a major competitive advantage. In this changing environment, quality of work life has emerged as a matter of concern for HR professionals as it relates to employee engagement. A highly engaged workforce is 50% more productive than an unengaged workforce. The concept of employee engagement is associated with workplace culture and organisational policies and practices, which will have an impact on the employee's ability to handle multiple roles between work and life. Quality of work life thus has implications for employee attitudes, behaviours, and wellbeing, as well as organisational effectiveness.

The aim of this research is to review the strategies that improve quality of work life and enable the employees to fully engage in facilitating the organisations to be more resilient and effective to gain a competitive advantage.

II. RATIONALE OF THE STUDY

Organizational HR practises play a vital role in making the employees work with total commitment and satisfaction, besides meaningful job content and leadership that determine the employees' decision to continue and stay in the organization. As the employee spends more than one-third of his or her daily time at the workplace, his or her quality of work life needs to be given more

thrust to make them fully engaged in achieving organisational objectives and to gain a competitive advantage. Though a lot of research studies are available on employee engagement, the research on the quality of work life per se, which impacts employee engagement, is limited. This research study is an attempt to explore the strategies that fulfil employee needs and aspirations to work with job satisfaction and commitment to consistently improve productivity and achieve organisational objectives. The paper proposes a conceptual framework that focuses on initiatives and strategies that may be a sine qua non for organisations to make their employees fully engaged in achieving goals and objectives.

III. OBJECTIVES

- To get an insight into the concept of quality of work life and its relation to employee engagement.
- To explore the strategies that improves the quality of work life, which impacts employee commitment, and to engage in achieving organisational objectives.
- To suggest ways to improve employees' quality of work life that foster employee engagement.

IV. METHODOLOGY

This research study is based on the resources available through online sources from various published research studies and journals with a focus on quality of work life, which was taken into consideration for the study. During this review process, the strategies that facilitate employee engagement were also taken into account for the subject of the study.

V. QUALITY OF WORK LIFE – AN OVERVIEW

In today's global competitive scenario, as organisations are becoming more and more employee-centric, "quality of work life" (QWL) has become a buzzword that implies the total quality of an employee's work life

in an organization. When an organisation ensures a consistent quality of work life for its employees, it benefits the employees, their families, and the organisation as well. In other words, happier employees are able to achieve more productivity and bring better business results, leading to better employee retention and staying happier with their families. An effort is made herewith to emphasise an overview of QWL covering evolution, developments, progress, and its importance in an organization.

The concept of QWL has originated through a continuous research process, starting with F.W. Taylor's Scientific Management Principles, which created a new awareness regarding human resources at the dawn of the industrial revolution in the 19th century. Till then, labour was considered a mere instrument of production, ready to work and easily enticed by the lure of money. From then until today, continuous research and experiments have been undertaken to understand human beings at work and the ways to improve their job satisfaction, balanced with the aim of the organisations to combine better productivity with job and employee satisfaction.

Further, the theories on motivation and leadership sprouted as the basis for the concept of QWL. Maslow propagated the complexity of human nature in terms of needs at various levels of satisfaction as lower-order and higher-order needs. Herzberg distinguished hygiene factors to maintain a reasonable level of motivation, which can improve an employee's performance, and McGregor, in his Theory Y, endorsed that under proper conditions, people have the potential to work with responsibility.

Furthermore, the evolution of QWL is characterised by several phases. To protect workers from job-related injuries and to

eliminate hazardous working conditions, legislation was enacted during the early 20th century, followed by unionisation and the labour movement, where emphasis was given to job security and economic gains for the worker. During the middle of the earlier century, human relations was given more push by the psychologists advocating a positive relationship between morale and productivity, and reforms were put forward to acquire equal employment opportunity and job enrichment. Later, according to Walton Richard (1973), the idea of QWL was conceived, which, according to him, is broader than the earlier developments where values, human needs, and aspirations were given more thrust.

The concept of QWL gained greater momentum after the international conference held in Toronto in 1972, and the term was conceptualised by Louis Davis. Further, the American Society of Training and Development (ASTD) established a task force on the QWL in 1979, which emphasised the QWL in broader terms as 'a value-based process of work organisations that enables its members at all levels to actively participate in shaping the organization's environment, methods, and outcomes' and aimed towards meeting the goals of enhanced effectiveness of the organisation and improved quality of life at work for employees'.

Thus, QWL, whether it can be termed 'humanization of work' or 'industrial democracy' or 'quality of work life,' is interchangeably used to denote in the same sense, which refers to emphasising extrinsic and intrinsic job factors and other aspects like empowerment, autonomy, employee participation in the management process, fairness and equity, social support, use of one's present skills, self-development, a meaningful future at work, social relevance of the work or product, and effect on extra work activities. The core of the term "quality

work life" is the value of treating the worker as a human being and emphasising his development and involvement in work decisions.

VI. PERSPECTIVES ON EMPLOYEE ENGAGEMENT

In today's competitive environment, the survival, success, and sustainability of an organisation are directly proportional to the skill level and commitment of the employees. While the employees are the determining factor in meeting the desired objectives of an enterprise and taking the organisation forward in achieving competitive advantage, engaging them fully is the major concern of organizations. Unlike the employees of yesteryears, the new generation workforce shows a higher tendency to be 'distracted' and 'disengaged' at work unless they are empowered, committed, and perceive themselves as part of the organization. Hence, it is imperative that the need for employee engagement be of primary importance and that adopting a suitable strategy for effective employee engagement be of the highest degree. In simple terms, employee engagement is an employee's psychological commitment and connectivity to work and the workplace. In other words, they find a sense of fulfilment from their job, show eagerness for their professional growth and the company's growth, and care about their work, their peers, and the company. It is necessary to note that there is a clear distinction between employee satisfaction and employee engagement. While employee happiness is transactional and a state of mind for an employee who may not feel inspired to go above and beyond their basic responsibilities, employee engagement is transformational, and an engaged employee is proactive, innovative, eager to suggest improvements to boost business, and committed to the success of the organization.

Indeed, managers, or as leaders, play a critical role in visualizing, promoting, and driving employee engagement initiatives, and as such, they are responsible for ensuring a healthy and engaged workforce. However, HR managers are primarily responsible for the implementation, coordination, and evaluation of employee engagement initiatives.

As employee engagement is the key differentiator for innovation and organisational growth, it is important to note that engagement, whether positive or negative, is contagious at the workplace, and hence consistent efforts should be made by the managers to motivate employees and engage them positively in achieving company objectives. Employee engagement can be classified based on the perception of how an employee feels about his or her work and the company, such as highly engaged, moderately engaged, somewhat disengaged, or disengaged. Highly engaged employees feel themselves to be part of the company, connect themselves passionately with the organization, and motivate others. Moderately engaged employees tend to possess a favourable outlook and show reluctance to come forward and take on new responsibilities. Somewhat disengaged employees lack motivation, are not connected to work, seem to wait for outside opportunities, and pose a risk. Disengaged employees have a negative opinion about the company and tend to express their dissatisfaction often; they are disruptive at the workplace and undermine company culture. It is revealed from research studies that engaged employees are an asset to organisational growth to achieve a competitive advantage and a higher rate of employee retention besides profitability and growth.

VII. FACTORS IMPACTING QUALITY OF WORK LIFE

The increasing needs and demands of the

customers and the changing nature of work have necessitated the organisation to redefine the work culture, thus emphasising more the quality of employee work life. In addition, organisations have gained more impetus on strategies to improve the quality of work life for employees at the workplace through various research studies and interventions. It is implied that when the employees commit and enjoy what they do, it naturally results in improving organisational productivity. The following are some of the factors that impact QWL, which facilitates the engagement of employees at all levels to participate actively and efficiently in shaping the organization's environment, systems, and processes and in driving the organisation to achieve competitive advantage (Walton, 1973).

1. **Equitable Pay and Rewards:** Studies indicate that there is a significant relationship between employee job satisfaction, pay and benefits, time spent at the workplace, and working conditions (Lawler 1984). As compensation is an important parameter of an employee's job, it affects his family life and quality of work when the pay and benefits do not commensurate with the job they do and the efforts they put in. Further, it is important to note that the monetary benefits as part of the extrinsic motivation of the employee are as important as the intrinsic motivation. When the employees are dissatisfied or discontented with their work or the pay and rewards they get, it results in a decline in productivity and engagement towards the company's goals.
2. **Safe and Healthy Working Conditions:** It is an important prerequisite for an organisation to ensure a safe and healthy working environment for their employees, as they spend one third of their daily time at the workplace. When the employees feel their workplace is safe and healthy and go back home with satisfaction, and when they come back the next day with a happy mood to the work place, it is an indication of the quality of the work lives of the employees, which fosters improving productivity.
3. **Meaningful job content and opportunity for growth:** In today's competitive job market, employees look for a career that enables them to develop their professional skills and gives them a wide spectrum of hopes to advance their knowledge and skills. They look forward to challenging assignments from their employer to improve their learning in lieu of mundane activities where there is no scope for learning. Hence, it is important for organisations to design jobs in such a way that they provide a variety of tasks to make the employee's job more interesting and challenging, thereby improving the quality of work life.
4. **Career growth and income stability** are two important factors for improving the quality of work life for employees. When the employees feel there is an opportunity for upward career growth and are fully aware of their career path, they tend to perform their tasks more vigorously to be on the fast track, provided they are given timely feedback and their performance is recognised by their superiors. Further, when the employees feel secure about their pay and benefits to meet their family and personal requirements, they tend to perform their tasks with vigour and commitment, which impacts the quality of their work life.
5. **Equitable treatment at work:** It is the general expectation of the employees that they should be treated fairly and equitably at the workplace to improve

the quality of work life, such as through recognition of superior performance and contribution, rewards and promotions based on merit, giving and receiving feedback, developing a collaborative work group, maintaining an interpersonal and cordial relationship with superiors, empathetic listening by superiors to their concerns, creating an atmosphere of pleasantness at work, and so on. When the organisation ensures these factors are given due importance and implemented as a system, it is imperative that employees have the right choice and place to work.

6. **Work-life balance:** Though it is always a matter of concern for the organisations to strike a balance between the employee's personal and professional lives, the present global and competitive environment and the continuous demanding nature of the customers have forced the organisations and employees to be more challenging, which may lead to occupational stress and restlessness that cause health hazards. Hence, many organisations are keen and have taken initiatives to improve the quality of work life of employees and overcome occupational stress by educating and organising health programs, giving options of flexibility in work schedules, working from home, staggered timings, child care programs, family medical facilities, counselling sessions, and so on, to facilitate the employees in striking a balance between work and life while maintaining and improving their health resulting in QWL.
7. **Social relevance of work life:** In today's business environment, quality of work life is also concerned with the organisational relevance of working in a socially beneficial manner. The employees perceive that their self-esteem would be high if their work found to be useful and

relevant to society. In addition, the employees feel prestigious to work for organisations and to be associated as part of an organisation that cares for societal concerns, such as protecting the environment, sponsoring NGO's, and so on, which apparently facilitates the commitment of the employees to improving productivity.

VIII FACTORS IMPACTING EMPLOYEE ENGAGEMENT

From the organisational perspective, engaged employees are viewed as human capital assets wherein their knowledge, skills, and abilities are best utilised to the optimum level to improve products and services and to enable the organisation to be more innovative. Further, engaged employees also mean to the organisation a deeper commitment from the employees with planned leave, a decline in accident rates, reduced absenteeism, and a collaborative approach among employees besides taking ownership and accountability to the assigned roles and striving to continuously improve productivity. It is observed from various research studies that some of the factors that foster employee engagement are indicated herewith.

1. **Organizational leadership** is the cornerstone of engaging employees to the desired level, as the leaders play a central role in shaping culture and the working environment, and it will further boost recruitment and retention of talents when they demonstrate their dedication to the organization's core values through real, impactful actions and behaviours.
2. When the employees feel they are valued in a work environment that cares for and nurtures them and in a culture that provides flexibility and a work-life balance to facilitate their overall well-being, this impacts employee engagement.

3. Meaningful work content is one of the essential criteria for employee engagement because it gives them a sense of purpose, and when they feel passionate about the work they do, they tend to perform their jobs with greater enthusiasm, which not only impacts engagement but also enhances morale, performance, and overall job satisfaction.
4. Feedback and recognition are important tools to improve organisational communication and are essential components of employee engagement. An organisation that encourages two-way communications builds trust between employees and the employer and facilitates organisational decision-making.
5. When employees perceive and experience that their jobs provide learning and growth opportunities, they are more likely to be engaged. Further, when the organisation creates opportunities to advance their knowledge and skills through training and development that will have an impact on their ability to engage in and excel in their jobs.
6. In today's knowledge-based economy and hybrid work environment, employees seek autonomy to handle their assigned roles and projects well. Further, when they perceive trust and belief from their leaders, they also develop trust in management, indicating reciprocity and fuelling engagement.
7. Unlike yesteryears, employees of today seek a clear demarcation of their time between personal life and professional work, or, in other words, 'work-life balance.' Besides, they look forward to and value team members with diversity, unique qualities, different backgrounds, experiences, and perspectives. In

relation to this, organisations that provide inclusive work environments that foster honesty and transparency are becoming increasingly important for employee engagement.

IX. STRATEGIES TO IMPROVE QUALITY OF WORK LIFE

It is a constant endeavour of an organization to hire the best talents and achieve optimal output to improve performance, productivity, and growth. At the same time, an employee or a new incumbent looks forward to working for the best employer where there is a continuous opportunity to improve his knowledge, skills, and abilities, a challenging and autonomous work environment, supportive and cooperative superiors and team members, and job satisfaction, besides equitable pay and recognition for the good work done. Thus, it is obvious that QWL is a shared responsibility of an employee and employer as well, where both have a crucial role to play. In today's technological and competitive work environment, employees are more demanding than in earlier years and tend to have higher expectations from the employer by virtue of their talent and potential. Hence, there is always a scope to review and refine the HR initiatives periodically to improve the quality of work life for employees, which in turn facilitates engaging them fully in achieving the desired organizational objectives. The effectiveness of QWL for employees depends on the nature, type, size, and capabilities of an organization. The following are a few that are elucidated from research studies and may be applied across organizations to improve the quality of work life for employees.

In today's hybrid work environment, flexibility in employee work schedules is visible as one of the most common strategies in organizations, irrespective of the sector, as today's workforce values flexibility in their work more than salary or other

benefits. That too, post-COVID has necessitated organizations to extend the benefit to their employees through work from home (WFH) and flexibility in their schedules, where employees feel comfortable balancing their professional and personal lives.

Followed by flexibility, autonomy at work is an important strategy to improve QWL is perceived by the employees as an intrinsic motivator and a key driver of performance and well-being. The younger knowledge workforce looks forward to autonomy, or simply self-determination, in their work, which encompasses competency and relatedness. While competency refers to an individual's ability to complete their tasks through a mastery of relevant skills, relatedness is a sense of belonging and social cohesiveness with others. Further, the employees are keen to have freedom in the design of their work schedules, the distribution of tasks among their group members, and decision-making within their work schedules. The employees perceive their job as interesting and enriched when their job is designed with meaningful work content and is challenging, and they find there is continuous opportunity for their advancement of knowledge and skills. However, the degree of enrichment determines the degree of QWL. Further, QWL becomes effective when the employees perceive there is a free flow of upward and downward communication about the various aspects of the organisation and receive timely feedback about job performance and other specific communications that may be relevant to them. Furthermore, the employees enjoy QWL when they find their workplace is a pleasant place for learning, has an ambience filled with harmonious working relationships among colleagues and between employer and employees, and is a place where they feel comfortable working with good HR policies. In addition, when they are involved in decision-making related to their

tasks, receive timely recognition for their performance excellence, and feel a sense of belonging and personal care from the organization, it is obvious that there is an improvement in the quality of their work life.

X. QUALITY OF WORK LIFE LINKAGE TO EMPLOYEE ENGAGEMENT

Quality of work life and employee engagement are two important aspects of an organization from the perspective of its employees. While QWL emphasises the quality of the performance of employees, engagement focuses on improving productivity and enabling the organisation to achieve its goals and attain sustainable business. Indeed, QWL is related to flexibility, work environment, job content, employee job satisfaction, HR policies, equitable pay, rewards, recognition, work-life balance, and the like. Employee engagement is in conjunction with organisation values and ethics, leadership, communication, employee commitment and motivation, a culture of diversity, a collaborative work group, and a sense of affinity perceived by the employees for the organization. It is evident from various research studies that there is a significant and positive relationship between QWL and employee engagement. As QWL is a shared responsibility of the employer and employees, the benefits of QWL initiatives are also realized by both. While employees believe that having good QWL initiatives enables them to grow in their profession and perceive satisfaction at work, the employer also sees the benefit in terms of talent retention and improvement in performance. Similarly, when the organization demonstrates value and ethical leadership through a clear and transparent approach to communication, a supportive and pleasant work environment, and a culture that makes employees feel like they are part of the organization, all these facilitate their engagement in improving productivity and achieving competitive

advantage.

XI.DISCUSSION AND FINDINGS

The rapid technological advancements and changing nature of work have necessitated organizations redesign their work cultures to suit today's knowledge workforce. It is imperative that organizations strive to improve quality of performance, retain talents, and place more emphasis on engaging employees to drive them towards realizing business goals and achieving competitive advantage. Further, organizations have realized that by continuously improving the quality of the work lives of employees and creating a value-based organizational culture, they can improve the quality of their performance and engage their employees as well. The findings of the study are summarized as follows:

1. Quality of work life, which also refers to humanizing the workplace, emphasizes employee development and involvement in work decisions.
2. When the employees commit and enjoy what they do, it naturally results in improving organizational productivity.
3. Employees tend to be happier and achieve more productivity when

organizations ensure consistency in the quality of work life, which may also bring better business results and facilitate talent retention.

4. Quality of work life is a shared responsibility of an employee and employer, where both have a crucial role to play.
5. The quality of work life emphasizes the quality of performance of employees; engagement focuses on improving productivity and enabling the organization to achieve its goals and attain sustainable business.
6. Employee engagement is the primary concern of an organization since its survival, success, and sustainability are directly proportional to the skill level and commitment of the employees.
7. Employee engagement is the key differentiator for innovation and organisational growth, and hence managers and leaders play a critical role in visualizing, promoting, and driving employee engagement initiatives.
8. Engaged employees exhibit a deeper commitment to the organisation by taking ownership of and accountability for the assigned roles and striving to continuously improve productivity.

CONCLUSION :

In today's competitive and hybrid working environment, the knowledge workforce have compelled the organizations to redefine the work culture with more flexibility and necessitated continuous improvement in quality of work life. Indeed when the employees experience a pleasant work culture and satisfy in their assigned roles and perceive their job content consistently provide them advancement in knowledge, skills and capabilities, it facilitates them to engage in improving productivity and leads in business sustainability. Thus improving quality of work life has a coupling effect both for the employer and employees. Hence, it is the primary concern of an organization to continuously strive to improve quality of work life of the employees which enable the organization to achieve competitive advantage.

REFERENCES

- Amar K. Gaur, (2018), "The Impact of Quality of Work Life (QWL) on Employee Satisfaction", International Journal of Creative Research Thoughts, ISSN: 2320-2882, Vol.6, Issue No.1, pp.54-58.

- Balaram Bora, (2015), “Quality of Work Life – An Overview”, Management Today – An International Journal of Management Studies, Vol.5, Issue No.4, pp.184-191.
- Hilda Safira Ayu Rulita Jati, et.al., (2022), “Quality of Work Life: A Literature Review”, International Journal of Research and Innovation in Social Science. ISSN 2454-6186, Vol.6, Issue No.12, pp.154-148.
- Murugan.K, et.al., (2020), “A Study On Quality Of Work Life of Employees at TVS Automobile Solutions Pvt.Ltd.”, Elementary Education Online, Vol.19, Issue No.2, pp.2019-2032.
- Mutiara Rita Perangin-Angin, et.al., (2020), “ The Effect of Quality of Work Life and Work Engagement to Employee Performance with Job Satisfaction as an Intervening Variable in PT. Mopoly Raya Medan”, International Journal of Research and Review, Vol.7, Issue No.20, pp.72-78.
- Ridfan Rifadly Abadi, et.al., (2020), “Effect of Quality of Work-Life and Employee Engagement towards Job Satisfaction and Employee Performances at PT. Indofood CBP Sukses Makmur, Tbk. Makassar Branch”, Global Scientific Journals, Vol.8, Issue No.8, pp.2527-2539.
- Saleh Ali Y. Alqarni, (2016), “Quality of Work Life as a Predictor of Work Engagement among the Teaching Faculty at King Abdulaziz University”, International Journal of Humanities and Social Science, Vol.6, Issue No.8, pp.118-135.
- Selahattin Kanten, et.al., (2012), “An empirical research on relationship quality of work life and work engagement”, Procedia - Social and Behavioural Sciences, Issue No.62, pp.360-366.
- Shweta Swami, et.al., (2019), “A Significance of Quality of Work Life”, Inspira-Journal of Commerce, Economics & Computer Science, ISSN: 2395-7069, Vol.5, Issue No.2, pp.82-86.
- <http://www.dspmuranchi.ac.in>
- <https://blog.vantagecircle.com>
- <https://www.whatishumanresource.com>
- <https://www.economicdiscussion.net>
- <https://www.yourarticlelibrary.com>
- <https://article1000.com>
- <https://www.businessmanagementideas.com>
- <https://www.mbaknol.com>
- <https://www.google.com>



Employee Engagement Strategies and its Impact on the Employee Mental Health & Well-being: A Case of Indian IT Industry in a Post-Pandemic Scenario

Dr. Pushpa Kataria

Associate Professor,
Doon Business School- Dehradun

Abstract

While the world had reeled under the devastation of the coronavirus pandemic, at a time when physical health is the most threatened, organizations were struggling hard to pay attention to mental and emotional well-being. The existing research article aims to study the effects of employee engagement strategies on his/her mental health and well-being.

The article also tries to point to a way forward out of this situation. The mettle of HR leadership all around the world has been repeatedly tested in the past three years and will continue to be tested further still. Therefore, taking the case of the Indian IT sector, an earnest effort has been made to identify the role of employee engagement strategies impacting their health and well-being. A multiple Regression tool has been explored to measure the impact of employee engagement strategies on employee health and well-being in the Indian IT sector.

Keywords:

post-COVID-19, employee engagement; Mental Health & Well-being Disengagement, hybrid work patterns

Introduction:

Post Covid-19 pandemic has changed the quality of work-life at workplaces. From working at offices to remote places, from home to a hybrid mode of working, employees and employers have undergone a tremendous change. The pandemic created critical challenges and hosted various workplace maladies-mass resignation, quiet job exit, emotional and mental imbalance, and conflicts between employees and managers. Research studies have explored that employees in the post-Covid scenario still suffer from insecurity, restless-

ness, and disengagement feelings. Such disengagement feeling among employees further hampers their mental health and well-being. Employee engagement is defined as “the level to which employees are passionate about their work.” Engagement has been correlated to the levels of motivation, interest, and rewards for doing the work that they perceive. During the COVID-19 pandemic, maintaining employee engagement has been a major challenge for organizations worldwide. With many nations, undergoing lockdown overnight, there was scarcely any time for preparation of any sort. Most of the organizations switched to work from a home model, and adults experienced with technology in the workplace were preferred more. Over the first half of the year 2020, the backdrop of the COVID-19 pandemic created a sudden shift to work-from-home for millions of employees all around the world (Lenovo, 2020). Many integrative approaches were floated, in order to understand the implications of COVID-19 on the concept of work and organizations while also exploring what future (Kniffin, Narayan, van Vugt, et al., 2020). Hence it was found that there existed a huge impact of the coronavirus pandemic on the mental health of employees worldwide, especially psychological changes and depression (Hamouche,2020). On the other hand, HR policymakers identified that the majority of the employees were found to be enjoying the flexibility of the current working conditions and reported that they are able to achieve 80% of their work expectations efficiently while utilizing a hybrid model (Bahman and Al Enzi (2020). Effective leadership also played a great role in dealing with stress (Li, Ghosh, and Nachmias, 2020), A leader's life experiences and their unique leadership styles and strategies

to deal with the challenges suddenly provided possible solutions to employees to mitigate the causes of stress (Gedro et al., 2020). A strategic flexibility-based approach to management helped in formulating post- covid actions and execution (Yawson, 2020). HRM practices adopted by organizations incorporated in-depth application of employee engagement practices during the COVID-19 lockdown (Chanana and Sangeeta, 2020) as the organizations were too bombarded with strategic challenges (Collings, McMackin, Nyberg, and Wright, 2021). There were novel issues cropped up due to the breakdown of the pandemic and thus provided an urgent need to address the drastic changes that had occurred in the professional lives of all humans during the assault of COVID-19. The impact on the health, emotions, and mental state was unimaginable. No doubt, this has had an impact on the work as well (Hoff, 2021). Further during that tough time, human Interests and values delineated the process of change that organizations all over the world were going through (Amis and Greenwood, 2021). Hence The HR systems, work relationships, and culture transformed in engagement and retention of employees amid and post-pandemic Scenarios in India. The major impact of the pandemic resulted in a health crisis as it created a lot of creating considerable uncertainty among employees. Moreover, many establishments ignored prioritizing employees' mental and emotional needs due to business losses during the lockdown period, which to a certain extent compromised their engagement at the workplace and well-being. Thus, the present study was conducted in the post covid scenario in the Indian IT sector to understand what factors affected employees' health and well-being, the study examines the key drivers of employee engagement under the current health and wellbeing context. Through this research the following objectives are framed:

Objectives of the study:

1. To study the main factors of employee engagement and its association with health & well-being in the context of Post Covid

scenario in the Indian IT sector.

2. To study the role of employee engagement affecting the health & well-being of employees working in the IT sector in India during Post Covid Scenario.
3. To suggest a holistic model of employee engagement in mitigating challenges to employee health and well-being.

Hypothesis:

H01=There is no significant impact of employee engagement strategies on the mental health & well-being of employees

Methodology and Discussions:

For the purpose of the research, primary data was collected using a well-structured questionnaire. An In-depth interview method has also been explored at times due to the limitation of time. Secondary data was collected from governmental and nongovernmental websites. The questionnaire was administered through Google Forms among regular and permanent employees working in the IT sector in areas of Noida, Gurgaon, and New Delhi. Responses were collected from 304 employees out of which only 139 were found complete and error-free. The questions used in the engagement survey were especially directed toward the organization's employees to determine their level of engagement and its relationship in post covid scenario. The respondents contacted for the survey were associated with leading organizations. The data has been analyzed using SPSS 20. A linear model has been explored to analyze the impact of employee engagement strategies on mental health & well-being. Further, the reliability of data has been checked using Cronbach Alpha which shows that data is relatively reliable, the value obtained was above 0.70, proving it to be an acceptable indicator of internal reliability. The result is shown below in table 1.

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .728 | 20 |

Table 1: Reliability Statistics

In the study, seven factors were chosen to assess employee engagement which included 23 variables. These seven factors were:

- Job satisfaction.
 - Meaning and purpose of a job.
 - Culture of the organization.
 - Work environment.
 - Career development & enhancement opportunities.
 - Digital work experience at the workplace
 - Supportive management and leadership.
- The conceptual model used in the study to measure the impact of employee engagement on the mental health and well-being of the employees has been depicted in the below graph:

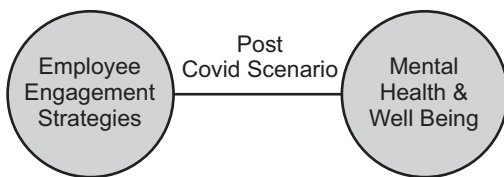


Figure 1 : Conceptual Model, Employee Engagement Strategies and its impact on Mental Health & Well-being.

A Linear Regression model has been explored to assess the impact of employee engagement on the Mental health & Well-being of the employees. The result was measured using SPSS. The model summary below provides the R and R² values. The R-value represents the simple correlation and is 0.658 (the "R" Column), elucidating a high degree of correlation while The R² value indicates the degree of the total variation in the dependent variable i.e., Mental health & well-being that can be explained by the employee engagement strategies and has been measured at 43.3% which is satisfactory. Hence the null hypothesis is rejected.

From the ANOVA table it is obviously clear that the p-value is less than 0.05, and is justified that, overall, the regression model is a statistically

significant variable (i.e., it is a good fit for the data). On the other hand, the Coefficient table also provides the significance of the statistics.

Table 2: Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .658 ^a | .433 | .429 | 1.074 |

a. Predictors: (Constant), Employee Engagement Strategies
 b. Dependent Variable: Mental Health & Wellbeing

ANOVA^a

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|------------|----------------|-----|-------------|---------|-------------------|
| Regression | 118.812 | 1 | 118.812 | 102.978 | .000 ^b |
| Residual | 155.758 | 135 | 1.154 | | |
| Total | 274.569 | 136 | | | |

a. Predictors: (Constant), Employee Engagement Strategies
 b. Dependent Variable: Mental Health & Wellbeing

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--------------------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | .825 | .242 | | 3.401 | .001 |
| Employee Engagement Strategies | .664 | .065 | .658 | 10.148 | .000 |

Findings:

Out of 139 respondents, 112 (80.5%) highly agreed that still in the post-pandemic era, they underwent high levels of mental pressure which they could overcome only with the interventions of employee engagement strategies adopted by their organizations.

When they were asked about how they would rate their mental health immediately followed by the pandemic, on a scale of 1 to 5, 109 respondents (78%) gave a rating of 4 out of 5 (Justifying moderate presence of mental health). Further, when questioned about the engagement strategies behind their work, 41.1% answered “interest”, 18.9% answered “self-development”, 28.1% answered “need” and 11.9% answered “recognition”.

CONCLUSIONS

People have expressed that they felt disconnected from their colleagues, and the communication between their colleagues has decreased during and post-pandemic scenarios. No lunch breaks restricted peer relationships to merely professional ones and the employees were unhappy about this. Indeed, people have reported that most of their work goals were accomplished. Due to the pandemic and reduced certainty of life, many people have admitted to experiencing worry-induced insomnia. Which in turn has an adverse effect on the mental health and well-being of an employee. The fear of death had too gripped many and some have even experienced face to face with this particular fear. Few good organizations have extended helping hands to their employees in the form of engagement strategies which resulted in positive ways for both employees and organizations.

RECOMMENDATIONS

In order to maintain informal work relationships, management should ensure that team-building exercises and informal peer activities are not neglected. Eg. TGIF, extra time in meetings should be given for people to catch up. HR managers, when dealing with our employees, should take care to look at everything with a compassionate perspective, with the deep conviction to make a difference in society, exercise caution due to the circumstances, and encourage cooperative progress. With regard to mental health and well-being of employees, psychological advice should be made accessible at the workplace. Management can encourage setting aside time for mental-health awareness sessions and a time for people to open up to each other, and share their mental health concerns. A culture of rewarding can be set up, where all achievements, whether small or great should be recognized, applauded, and rewarded. Another thing that should be done is the “culture of encouragement” with the motto of building each other up.

REFERENCES:

1. Bahman and Al Enzi (2020); “The impact of COVID-19 pandemic on conventional work settings”
2. Gedro et al. (2020); “Flattening the Learning Curve of Leadership Development: Reflections of Five Women Higher Education Leaders During the Coronavirus Pandemic of 2020”
3. Hite and McDonald (2020); “Careers after Covid-19: Challenges and Changes”
4. Hartig, T., Kylin, C. and Johansson, G. (2007), “The telework tradeoff: stressmitigation vs. constrained restoration”, *Applied Psychology*, Vol. 56 No. 2, pp. 231-253.
5. Kelly, M. (1985), “The next workplace revolution: telecommuting”, *Supervisory Management*, Vol. 30 No. 10, pp. 2-7.
7. Khalifa, M. and Davison, R. (2000), “Exploring the telecommuting paradox”, *Communications of the ACM*, Vol. 43 No. 3, pp. 9-31.
9. Kickul, J. (2001), “When organizations break their promises: employee reactions to unfair processes and treatment”, *Journal of Business Ethics*, Vol. 29 No. 4, pp. 289-307.
11. Laker, B. and Roulet, T. (2019), Will the 4-day Workweek Take Hold in Europe?, *Harvard Business Review*, available at: <https://hbr.org/2019/08/will-the-4-day-workweek-take-hold-in-europe>.
13. Lim, V.K. and Teo, T.S. (2000), “To work or not to work at home: an empirical investigation of factors affecting attitudes towards teleworking”, *Journal of Managerial Psychology*, Vol. 15 No. 6, pp. 560-586.
16. Madsen, S.R. (2003), “The effects of home-based teleworking on work-family conflict”, *Human Resource Development Quarterly*, Vol. 14 No. 1, pp. 35-58.
18. Mizuno, M., Yamada, Y., Ishii, A. and Tanaka, S. (2006), “A human resource management approach to motivation and job stress in paramedics”, *International Congress Series*, Vol. 1294, pp. 167-170.
20. Moon, C. and Stanworth, S. (1997), “Flexible working in Europe: the case of teleworking in the UK”, in Avallone, F., Arnold, J. and De Witte, K. (Eds), *Quaderni di Psicologia del Lavoro*, Vol. 5, pp. 337-344.
22. Feelings Work in Europe, pp. 337-344.
23. Morgan, R.E. (2004), “Teleworking: an assessment of the benefits and challenges”, *European Business Review*, Vol. 16 No. 4, pp. 344-357.



Human Capital Management (HCM) Systems for Employee Engagement: A Comparative Study of Various AI HR Tools in Indian Market

Dr. Manisha Saxena

Dean – Academics
Ramachandran International Institute of Management,
Bavdhan, Pune

Abstract

The article tries to understand availability of various HR tools under HCM Systems for Employee Engagement. The Study was done with the help of secondary data available in public domain. The HCM System or talent management software market has experienced considerable growth, which is attributed to organisations' increased concern for employee engagement and payroll management.

Keywords

HCM, Employee Engagement, AI, HR Tools

Introduction

Employee engagement is a critical factor for the success of any organization. Engaged employees tend to be more productive, loyal, and committed to their work. Artificial Intelligence (AI) has the potential to revolutionize employee engagement by providing personalized, real-time feedback and insights. This paper examines the use of AI for employee engagement and compares different AI solutions available in the market.

Several studies have explored the use of AI for employee engagement. According to a report by Accenture, 61% of executives believe that AI will help improve employee engagement. AI can be used for various aspects of employee engagement, including employee feedback, performance management, and employee recognition. AI can also help organizations identify potential issues and opportunities for improvement in real-time, leading to a more engaged and motivated workforce.

Employee engagement is a concept that describes the level of enthusiasm and dedica-

tion an employee feels towards his job. Engaged employees care about their work and about the performance of the company, and feel that their efforts make a difference. An engaged employee is in it for more than a monetary benefit and may consider his well-being linked to his performance, and thus instrumental to company's success. Human Capital Management (HCM) often called Talent Management, attempts different ways of Engaging Employees. This paper does in-depth research on the theme and explores the use of AI for the same.

Objective & Hypothesis

- To understand different types of HR tools available for HCM Systems in the Indian market
- To study the future trends of the HCM system
- To compare the features of various Artificial Intelligence softwares to understand their use as HCM Systems

Research Methodology

Data has been gathered from secondary sources. This study uses a comparative case study approach to examine different AI solutions available in the market for employee engagement. The study includes a few AI solutions and compares these based on various factors, including features, pricing, and customer reviews.

The study also includes qualitative data collected through interviews with HR executives who have used or are currently using AI solutions for employee engagement. The interviews are conducted using a semi-structured format, with open-ended questions

focused on the benefits and challenges of using AI for employee engagement.

Result Section

Types of HR Platforms

(Westfall & Davies, 2019)

- **HRMS (Human Resource Management System):**

HRMS is a piece of software that incorporates both core and strategic HR functions into a single package. It usually involves a centralised database and an employee self-service platform. It also streamlines administrative processes, eliminates turnover, and automates administrative processes.

- **HRIS (Human Resource Information System):**

HRIS, is software that maintains a company's employee database. An HRIS aids in the monitoring and analysis of various employee data such as payroll, efficiency, leave management, and other basic employee, former employee, and applicant attributes. It's aim is to simplify HR workflow by enabling HR analysis, which is the cornerstone of HR planning and business decision-making. Essentially, HRIS software is a database from which you can legally retrieve information about your employees.

- **Payroll Management System:**

A payroll management system is a tool – typically a software programme – that allows your organisation to handle all your employees' financial records in a simple, automated manner. Salaries, bonuses, taxes, net pay, and the generation of pay stubs for a time are all included.

- **ATS (Applicant Tracking System):**

A human resources software that serves as a database for job applicants. Companies of all sizes use applicant monitoring systems to coordinate, locate, and communicate with large numbers of applicants. Its primary aim is to make the lives of recruiters and hiring

managers simpler. Companies often recruit for several positions at the same time, and each job opening attracts hundreds, if not thousands, of applicants. If a recruiter or hiring manager receives many resumes, it is difficult for them to read each one carefully.

Future trends of the HCM industry

There are many factors influencing the HR software market and the HCMS Trends :

- **Productivity and Performance:** HR tech applications are exploding in popularity across all industries. The most important aim of any automation is to increase efficiency and boost the company's output. HR software's features and modules save time, boost connectivity, provide transparent feedback, and increase employee engagement across the company. Within HR apps, there are resources that can assist in monitoring productivity and the status of ongoing projects.

- **Remote Working :** 'The new normal': Prior to 2020, it was possible to run a company without cloud-based solutions, especially HR software. However, since the Covid-19 lockdown, companies have moved to a remote working trend. It's difficult to keep track of workers who work from various places. HR software systems make working from home simpler and give you the results you want.

- **Artificial Intelligence (AI) & Machine Learning (ML):** AI and machine learning are comprehensive automation methods that will be huge in 2020s. Their features assist companies in optimising cash flow, eliminating bad debts, and maintaining effective internal controls across all divisions. Several advantages are there, like: Increase the overall process's strength, rather than depending on individuals the work flow becomes process-oriented, updates on the project that are straightforward, analytical observations that matter, generate reports automatically, information and data security .

- **Collaborative Modules:** HR development systems provide modules that are dynamic and adaptable. Any organization's current framework will collaborate to have the features configured. The device is designed according to the company's requirements.
- **Phone Application:** Every HR software vendor on the market has a mobile application for you to use. It is up to you to choose the best HR software for your company. People have become very familiar with mobile apps in today's techno-friendly era. User-friendly mobile applications that are easy to use and seamless are available with cloud-based HRMS tech. 2.2 state-of-the-art new age people management platform driven by AI and ML with a sharp focus on User Experience.

Table 1: Major HCMS Vendors

| Rank | Top 10 HCM Systems companies or vendors | Market Capture (Billion USD) |
|------|---|------------------------------|
| 1 | Workday | 4.32 |
| 2 | SAP Successfactor | 0.694 |
| 3 | Microsoft | 29 |
| 4 | ADP | 14.59 |
| 5 | Ultimate Software | 10.5 |
| 6 | Kronos Incorporated | 1.5 |
| 7 | Oracle | 2.6 |
| 8 | Ceridian | 13.5 |
| 9 | Paycom | 0.738 |
| 10 | Cornerstone OnDemand | 2.943 |
| 11 | Other | 37.6 |

Source: HCMS Market Capture

Table 2: Analysis of AI HR Tools' Market in India

| Sr. No. | HR AI Software | Year of Launch & Founder/ CEO & About | Features | Pricing |
|---------|----------------|---|--|--|
| 1 | GRETYHR | 1994 By Girish Rowjee and Sayeed Anjum. It provides complete lifecycle management of an employee including management of his or her solution on its platform. Focussing on small and medium enterprises, the company states to be helping only the technology side of the business, through its product. It has served over 3000 customers spread across 60+ cities and is used by 8 lac employees. | <ul style="list-style-type: none"> • Core HR Management • Payroll Management • Leave Management • Tasks and checklist • PayNow • Employee Self-servicePortal • Employee Self-onboarding • Attendance Management • Expense Claims Management • Multi-company Support • Geo Mark+ | Four plans for you to choose from, starting at INR 995/month + INR 15/month per employee Geo Mark+ |
| 2 | ZINGHR | 1999 By Prasad Rajappan. Has constantly updated its technological prowess to deliver a modern and complete HR solution that is used by over 5 lac employees in over 500 companies. It adopts an employee-centric, mobile-first approach covering the entire spectrum from employee | <ul style="list-style-type: none"> • Employee Self Service Portal • Employee Data Management • Leave Management Platform • Claims Management • Salary Structure Configuration • Investment Declaration • Workflow • Payroll Processing • Full & Final Settlement Engine | Four plans starting at INR 7250 up to 50 employees |

| Sr. No. | HR AI Software | Year of Launch & Founder/ CEO & About | Features | Pricing |
|---------|----------------|--|--|---|
| 2 | | recruitment to employee exit. From startups to medium-sized businesses to Fortune 500 enterprises, a cross-section of industries chooses ZingHR to deliver business strategy alignment, team execution, and maximum people performance. | <ul style="list-style-type: none"> • Statutory Compliance Engine • Reports Engine • JV Outputs for Finance • Onboarding & Appointment Letters | |
| 3 | DARWIN BOX | 2015 By Rohit Chennamaneni. It is a new-age & disruptive mobile-first, cloud-based HRMS platform built for the large enterprises to attract, engage, and nurture their most critical resource - talent. It is an end-to-end integrated HR system consisting of promising modules like Performance, Time & Attendance, Recruitment, Payroll, Rewards & Recognition, etc, which aid in streamlining activities across the employee lifecycle. Over 500+ leading enterprises with 1 million+ users use the system on a daily basis. | <ul style="list-style-type: none"> • 360 Degree Feedback • Tracking • Benefits • Management • Calendar Management • Compensation Management • Compensation Plan Modeling • Customizable Templates • Customization • Dashboard • eCards • Employee Database • Employee Profiles • Employee Scheduling • FMLA Administration • Goal Management • Time, Attendance & Leave Management • Attendance Reports & Dashboards • Recruitment Process with Standard Workflows • e-Separation with Standard Workflows • Lifecycle Changes with Standard Workflows • Performance Management & Appraisal | Four plans starting at INR 7250 up to 50 employees |
| 4 | KEKA | 2016 By Vijay Yalamanchili and Sashi Pagadala. It is on a mission to improve the employee experience for employers across India. Within a year of its launch, it had over 400 customers across India using their product to streamline HR & Payroll workflows | <ul style="list-style-type: none"> • Payroll Management • HRMS • Employee Portal (Self Service) • Leave Management • Employee Onboarding & Exit • ToDo– Task Management • Polls & Announcements • Attendance Tracking • Attendance Rules • GPS Attendance Tracking • Expense Claims • Asset Management • API Access (Beta) | 3 plans starting at INR 4999/month up to 100 employees + INR 30 per additional employee |

Source: Multiple secondary sources

HCM systems are a complete solution that helps businesses connect with their people through a model that is designed especially for the next-gen workforce. It helps create fun filled onboarding process, knowledge sharing system and excitement about upcoming opportunities within.

Discussion

HCMS has been moving and growing at a rapid rate. The talent management software market has experienced considerable growth, which is attributed to organisations' increased concern for employee engagement and payroll management.

As the movement toward a digital workplace grows, Gen Z workers are becoming more accustomed to regular texting and relevant alerts. As a result, Human Resource Platforms are adapting to keep up with them. The future of HRMS will see a transition from cloud to mobile, with aggregates becoming analytics, quantitative data becoming qualitative, and work-based economics becoming behavioural economics. It will contribute to the common good of workforce management through the knowledge it will have (Talent Management Software Market, 2022).

India has one of the world's fastest growing economies and is now establishing itself as a global centre for the manufacturing, information technology, and consulting industries. India is also emerging as the world's SaaS software hub, with several global SaaS companies originating in the region. From 2017 to 2022, the global core HR software market is projected to rise at an annual rate of 8.8%, from USD 6.47 billion in 2017 to USD 9.89 billion in 2022 (Fortune Business Insight, 2020). The emergence of cloud and mobile deployment, as well as increased automation in HR processes, are the key drivers of market development. Government, manufacturing, energy and infrastructure, consumer goods and retail,

healthcare, transportation and logistics, telecom and Information Technology (IT), Banking, Financial Services, and Insurance (BFSI), and others, such as hospitality, education, and media and entertainment, have boosted the market.

World-class solutions are being developed by Indian HRMS tech companies. With outstanding facilities. They're working on developing the software for the most challenging Indian HR situations.

Cloud-based computing offers a lot of versatility when it comes to deploying the software's IT infrastructure. Furthermore, cloud SaaS provides scalable and secure applications while decreasing client infrastructure costs. Organizations have begun to use cloud-based software and to rely on service providers for software and services, enabling them to focus on their core competencies. Clients can save money on infrastructure by using cloud-based services offered by vendors. Because of these benefits, demand for cloud-based core HR solutions is driving overall market demand (Oracle HCM Cloud. Work Made Human., 2019).

Security is still a major concern that prevents widespread adoption; however, this problem is increasingly being resolved by third-party security testing to the highest standards (India HCM Market, 2019).

The study finds that all five AI solutions offer various features for employee engagement, including real-time feedback, performance tracking, and recognition programs. The AI solutions also offer different pricing models, with some offering subscription-based plans and others offering customized pricing based on the size and needs of the organization.

The study also finds that AI solutions for employee engagement can provide significant benefits, including increased employee engagement, improved performance, and

reduced turnover. The AI solutions can provide personalized feedback and recommendations to employees, leading to a more engaged and motivated workforce.

However, the study also identifies several challenges associated with using AI solutions

for employee engagement. The challenges include the need for proper training and education for employees and managers to effectively use the AI solutions. There is also a concern regarding the privacy and security of employee data, which needs to be addressed by organizations and AI solution providers.

CONCLUSIONS

HCM recognises that people are investors of their personal human capital that provides the main source of value for an organization. It emphasizes that HRs are not the company's property, but are owned by employees and given on rent to companies.

Recruiting and retaining employees thus is not only an important task but also a time consuming and requiring effort. HCM software is a technology programme that assists employers in handling and caring for their most important asset: their workers. HR roles such as benefits administration, recruitment, and performance management are typically served by HCM software. As a result, for greater organisational productivity and organisation, administrators are turning to human resource management tools.

AI solutions for employee engagement offer various benefits for organizations, including increased employee engagement and performance. However, the implementation of AI solutions requires proper training and education for employees and managers, along with addressing privacy and security concerns. Organizations should carefully evaluate different AI solutions available in the market and choose the one that best fits their needs and budget. AI for employee engagement is an area of rapid growth and development, and organizations that embrace this technology are likely to gain a competitive advantage in attracting and retaining top talent.

References

- Brownridge, J., Vert, G., Shah, G., Schoon, S., & Enderes, K. (2020, February 19). Automating HR service delivery: Demystifying the conversational AI market. Retrieved March 9, 2023, from <https://www2.deloitte.com/us/en/blog/human-capital-blog/2020/automating-hr-service-delivery-demystifying-the-conversational-ai-market.html>
- India HCM Market. (2019, February). (Markets & Markets) Retrieved March 10, 2023, from <https://www.marketsandmarkets.com/Market-Reports/india-hcm-market-118473988.html>
- Oracle HCM Cloud. Work Made Human. (2019). Retrieved March 8, 2023, from <https://www.oracle.com/assets/oracle-hcm-cloud-overview-5197120.pdf>
- Pang, A., Markovski, M., & Ristik, M. (2022, September 29). Top 10 Core HR and Talent Management Applications Vendors, Market Forecast 2021-2026, and Customer Wins. Retrieved March 7, 2023, from Apps Run the World Web site: www.appsruntheworld.com
- Talent Management Software Market. (2022). Retrieved March 10, 2023, from Fortune Business Insights Website: <https://www.fortunebusinessinsights.com/industry-reports/talent-management-software-market-100374>
- Westfall, B., & Davies, R. (2019, December 18). 9 Types of HR Systems and When to Invest Based on Business Size. Retrieved March 11, 2023, from Ssoftware Advice: <https://www.softwareadvice.com/resources/hr-needs-cycle/>



Employee Engagement - A Boon For Overcoming Work Place Challenges

Dr. N. R. Unnikrishna Kartha

Life Member, NIPM

Abstract

Employee engagement, as a process, is said to have been initiated by Prof. William Kahn of Boston University in 1990. Since then lot of water has flown under the bridge. If well executed, this process is expected to reduce avoidable attrition, improve engagement, and build strong teams. This is also quoted as an enabler for increased performance. Employee safety, connection with work places, protection from chronic diseases, overall happiness at home and cheer of working, employee loyalty are by-products of this unique process.

The three important key drivers of employee engagement are purpose, autonomy and relationship, which contribute to the performance and also lead to employee retention. Continual improvement, innovation and sustainability which results in overall success, and corporate sustainability are the hall marks of employee engagement.

In this paper it is planned to review the practices followed in three typical organizations, where the author worked, from the point of view of strategies adopted for employee engagement and high light the results for the benefit for future researchers in this domain.

Key words

Retention, rejection, top management, belongingness, burn out, work place-loneliness, synergy, shared responsibility, trust, accomplishment and accountability.

Introduction

It is observed that consequent to the employee engagement practice which started taking shape in 1990, very soon another HR tool namely Inclusive leadership showed up in the industries in a big way. These two complimentary and supplementary solutions for improvement made HR very rich and strong and it became beneficial and rewarding for solving many

problems in industries. Giants in IT like Microsoft, Apple, IBM and many others, World bank, JP Morgan etc. in banking sector, Toyota, General Motors, Volkswagen in automobile segment started patronizing inclusive leadership from 1993 onwards. There are some common features like hearing every one's voice, creating an ownership feeling, being treated equally etc. Diversity and inclusion are typical of inclusive leadership.

“In Global Workplace 2022 report, Gallup concludes that only “21% of employees are engaged at work.” Other organizations looking at engagement like Kincentric, a provider of employee engagement solutions, states that globally 62% of employees were engaged in 2022. These contradicting reports give us confidence about future with increase in productivity, customer ratings, sales compounding to 23 percent”. Companies with engaged employees show better results when compared to those that do not. Increased profitability is the claim by the practitioners in addition to employee empowerment, job satisfaction, creativity, commitment, and motivation, as well as intention of the employee to stay back.

The workplace challenges include high absenteeism, poor role clarity, inadequate motivation, lack of trust, cost due to disengaged employees etc. In order to circumvent these along with astute leadership, higher order of team working, reduction of waste and cost are essential. Learning and development can also result in better engagement.

Objective of the research work

1. Reference to and the study of the works pertaining to employee engagement, carried out in the three reputed organizations in India which I served in mid-eighties and

early-nineties respectively form the focus of research in this paper.

2. The names of organizations are not indicated to honor their anonymity, due to the proprietary in nature of the processes and techniques adopted by them. Many of the practices employed now for engagement and job satisfaction were not known to industry those days
3. Out of these one was an R&D organization, the second purely of infrastructure type and the third was in the IT domain. The impact of the innovative processes carried out those days, so as to establish employee engagement and thereby upgrade the performance of the organizations, is looked at afresh in this paper
4. Even though those processes were not undertaken with certainty of success at that time and would have happened by default or hindsight some of the processes which were found to the best considering the limitations and circumstances became recommended processes for employee engagement later.
5. A short listing of the hypotheses are given below and an effort is made now to see if it is possible to make a fit of these to the actions taken and processes followed at that time line.

Hypotheses

1. Employee engagement has an impact on collaboration
2. Top management defines and executes methodology of engagement
3. Introspection contributes to better productivity
4. Work-place loneliness causes burn-out
5. Intensive engagement leads to cheer and job satisfaction

Research Methodology

1. **Review of Literature:** It gives an account of works carried out by different types of industries in various countries and contexts
2. **Qualitative Research:** The works carried out in eighties and nineties can be evaluated only in terms of quality, as it is difficult to

convert in to numbers now

3. **Data Collection:** This is mostly from the incidents which took place in earlier days and an account of the ways and means of execution of the ideas which contributed to the solutions
4. **Data Analysis:** This is carried out by analyzing the reduction in attrition level or employee turnover or by the increase in productivity or achievement of targets or award of patents and copy rights or the national and international award reclaimed. An overview in to Employee Engagement as a process

Employee engagement is characterized by:

1. Higher level of functional accountability
2. Quality of output and employee experience gets increased
3. Burn- out due to disengagement becoming less and less
4. Sense of belongingness going up
5. Judging prior to listening happening seldom
6. Positive experience is shared with employees
7. Trust is taken sacrosanct
8. Competitor's customers flow in without canvassing or coercion
9. Organization puts more thrust on learning and development
10. Top management commitment mounting the highest level
11. Everyone's voice is listened to
12. Empowerment at all levels
13. Employee- turnover coming down and retention rate increasing

The saying, no body leaves their job, they leave their manger becomes true

Table 1 Comparative study of the practices in typical organizations which enhanced employee engagement.

Discussion, results and Conclusion

1. Collaboration has been of very high level in all the three organization because of the

- outstanding leadership displayed by the top management and the team working practiced at all levels
2. Real time achievements could be made only due to the synergy displayed by the group and strict adherence to time management
 3. Processes followed like brain storming and application of cause and effect diagram helped for a better introspection resulting in increased performance
 4. Burn out has been totally eliminated by treating every body equally and lending their ears by the supervisory staff to all in an equitable way
 5. Basic HR processes like Training need analysis, Training, Retraining and Job rotation were in place to ensure quality, productivity and repeatability
 6. These were equally applicable to all the three organizations where I worked, by and large.
- The observations are found to fit in very well with the hypothesis put down earlier indicating that employee engagement was achievable, to a very large extent and all the hypotheses found to be accepted.

CONCLUSIONS

1. Though employee engagement started in a big way only recently, the principles were being practised much earlier de-facto, by virtue of the practical working knowledge, an innate instinct thirst for meeting quality and repeatability
2. No doubt practicing this process religiously has solved many stressful issues and brought in a cheerful atmospheres work and overall job satisfaction.
3. Those organizations which have not taken this process seriously have suffered due to early decline n account of loss of productivity.
4. The question why is employee engagement important is asked by many. The answer is very simple: without employee engagement, there's no team engagement, making it more difficult to improve business outcomes.
5. Many programs deployed are not effective because of lack of ownership by leaders, worldwide disengagement due to various reasons and considering this as an HR job. The workplace challenges such as attrition, conflicts, disengagement, stresses on account of these and finally poor performance are effectively handles by proper employee engagement

REFERENCES

1. support@glintinc.com./blog/what-is-employee-engagement/ 19-Dec-2019
2. Katie Strehler: <https://peoplemanagingpeople.com/articles/employee-engagement>
3. Tim Reitsma Employee Engagement Statistics You Need To Know in 2023
4. Chris Byers :How to Boost Employee Engagement in 4 Steps
5. <https://www.investopedia.com/employee-engagement>
6. Employee Engagement vs. Employee Satisfaction
7. Gallup<https://www.gallup.com/Companies> with engaged employees show better results when compared to those that do not

TABLE 1 - EMPLOYEE ENGAGEMENT A BOON FOR OVERCOMING WORK PLACE CHALLENGES

Dr.N.R.Unnikrishna Kartha

| Sr. No. | Nature of organization | Employee engagement processes carried out | Remarks |
|---------|--------------------------------|---|--|
| 1 | RESEACH AND DEVELOPMENT | <ol style="list-style-type: none"> 1. Training for promotion interviews 2. Appraising the importance of their work with the help of study sessions, film shows to educate the state of art features in other parts of the world 3. Contest for presentation of papers 4. Seminars and conferences to improve readiness to learn from peers 5. Adopting suggestion schemes to encourage creativity 6. Top management meeting down-the- line staff to recognize their efforts 7. Sabbatical leaves for acquiring higher qualifications 8. HR providing an emotional support through counseling, mentoring, grievance handling 9. Access to one and all to the topmost person, in times of need | <p>Take aways</p> <ol style="list-style-type: none"> 1. Higher level of success in departmental interviews 2. Increase in breadth of knowledge 3. Increased confidence for presentation of papers 4. Avenues for developing better creativity 5. More trust in top management 6. Bette stress management 7. Increased loyalty |
| 2 | INFRA-STRUCTURE | <ol style="list-style-type: none"> 1. Conducting brain storming sessions to suggest solutions to problems, teaching how to generate ideas, 2. Instilling safety consciousness: demo,/ competition for safety slogans,/ essays/ safety drama 3. Seniors sharing their success and failures/ recognizing talents 4. Establish in-house publications to nurture the talents of employees and displaying achievement of company as well as that of employees/their family 5. HR providing an emotional support through counseling/ grievance handling 6. Access to one and all to the topmost person, in times of need | <ol style="list-style-type: none"> 1. First step towards solution of problems by the use of Cause and effect diagram 2. Less chances of accidents 3. Succession planning /confidence building/ ownership feeling 4.Builds support of lower level staff 5. Employees feel honored |
| 3 | INFORMATION TECHNOLOGY | <ol style="list-style-type: none"> 1. Helping to overcome stressful situations through cultural activities such as presentation of skits/ on line periodicals to give expression for their scholastic or histrionic talents 2. Occasional sports meet/ excursions/. 3. Conducting seminars/ colloquium for better knowledge management, 4. Encouraging presentation of papers at national and international levels 5. Friendly match with similar organization for quiz// cricket | <ol style="list-style-type: none"> 1 .Better productivity and less absenteeism 2.More opportunity to interact 3. Avenue for learning others 4.Upgrading to take higher responsibilities 5. Recognition 6.self assessment of our respect to others |

Exploring the Relationship between Employee Engagement and Organizational Performance of IT Sectors in Eastern India.

Dr. Dipa Banerjee

Assistant Professor, Department of Business Administration,
Vidyasagar University, Midnapur,
West Bengal, India.

Dr. Manojit Mitra.

Assistant Professor & Head Examinations &
University Affairs NSHM Knowledge Campus,
Durgapur. West Bengal, India.

Abstract

The study's objective is to evaluate the relationship between organisational performance and employee engagement, a growing area of interest in the literature. There was a quantitative technique applied. IT professionals were surveyed to get the data for this study. A suitable selection technique was used to choose the participants, and a total of 350 respondents answered the questions. The findings were encouraging and met the present study's research objectives. The model derived from a survey of the literature has shown a favourable association between organisational success and employee engagement. Structural equation modelling is used to further verify the results. The study makes a significant addition to the IT industry by offering advice on what to look for.

Keywords

Employee engagement, organizational performance, vigor, dedication absorption, structure equation modelling.

1. Introduction

In the contemporary globalised environment, where change is inevitable, human capital management is essential for the success of the firm. As businesses compete fiercely, they have come to understand how crucial it is to completely integrate their staff with the business and their jobs. The concept of "employee engagement" is relatively new in HR literature. In order to satisfy clients for a firm, personnel must be

engaged. According to HR professionals, employee engagement is determined by how they feel about their jobs and how they are treated by the company.

Productivity is appropriately seen as primarily including employee involvement. A person who is fully engaged in their job brings energy and enthusiasm to it, which is directly related to a healthy workplace culture and the extra effort, better solutions, and innovations that support the growth of enterprises. Given these considerations, it is critical to comprehend organisational culture, management practises, and other elements that affect employee engagement. It is simple to understand how crucial it is when contrasting the output of work teams with high and low levels of employee engagement. An employee engagement programme offers compelling evidence of the impact of employee engagement on the bottom line, according to Gallup (2013).

The main objectives of the paper are to gain understanding of employee engagement techniques in the IT industry and to pinpoint how important it is for attaining effective organisational Performance.

2. Literature Review:

2.1 Employee Engagement :

One of the most significant theories in the management literature is the employee engagement theory. It has

grown out of the ideas of work satisfaction, organisational commitment, and organisational citizenship behaviour, but it is considerably more comprehensive than the ideas of "commitment" and "motivation" in management literature. The organisation has the obligation to set the example when it comes to employee engagement, which is often seen as a two-way conversation between the organisation and the person. Loyalty, encouragement, and contentment are just a few of the distinctive traits of a "engaged" workforce. Alignment with the organization's objectives and an employee's willingness to exert extra effort are further characteristics. Also, motivated staff members see their work favourably and believe they are doing their jobs successfully (Bakker, 2010).

Employee engagement, in the opinion of Bankar and Gankar (2013), increases employee performance, which in turn improves organisational performance. Studies on the impacts of employee engagement have shown that it leads to better health and favourable attitudes regarding one's job and the organisation. Employees are more likely to stay with an organisation for a long time if they are in good health, enjoy their jobs, and feel positively about it (Al-Mehrzi and Singh, 2016).

It is an ongoing, extensive, and affective-cognitive state. (Schaufeli et al. 2002), regard as a constructive, contented mental state that is connected to work and is marked by vigor, dedication, and absorption.

- High energy levels and a willingness to put all of one's energy into one's task are characteristics of 'vigour'.
- Involvement in one's job that is intense, coupled with a sense of challenge, pride, and significance, is referred to as 'dedication'.

- One's state of being completely immersed and focused on the job is described as 'absorption'.

Simply said, motivated people are excited about their work and have high levels of energy. Furthermore, they frequently lose themselves in their task, making time pass quickly (Lorenz 2009)

2.2 Organizational Performance:

Successful organisations are a crucial component for developing countries because of their significance in our everyday lives. The emphasis is on constant performance. Determinants of organisational performance are important since organisations can only advance and expand through performance. Organizational performance is therefore one of the most important factors in management research. Managers began to understand that a successful organisation is one that accomplishes its objectives (effectiveness) while utilising the fewest resources possible (efficiency).

As a result, succeeding organisational theories supported the idea that an organisation achieves its performance goals in accordance with the constraints imposed by the available resources (Lusthaus & Adrien, 1998). Profit became one of numerous performance indicators in this situation. To clarify the idea of organisational performance, the authors Lebars & Euske (2006) state that Performance includes both financial and non-financial measures that provide information on the level of goal and outcome attainment. Performance is dynamic and involves interpretation and judgement. It may be shown by using a causal model that illustrates how current activities may affect future results. Understanding how each responsibility area is related to the performance components is essential.

2.3 Employee Engagement and Organizational Performance

A key component of both individual and corporate success is employee engagement. It forecasts financial performance, organisational success, and employee outcomes. Engagement's impacts may be observed in staff retention rates, productivity, customer results, corporate culture, and advocacy for the company and its public image (Bakker & Schaufeli 2008).

Moreover, firms may use the potent notion of employee engagement to enhance a variety of company operations, including safety performance. The company will need to have chosen the "proper" managers and employees, as well as staff members who are familiar with operating procedures and have a thorough understanding of human nature. Moreover, they will require well-informed leadership, an engaged environment and culture, as well as streamlined and coordinated organisational and operational procedures.

Fair treatment, honest comments, and opportunities for growth and development must all be there. The amount of participation and the outcomes that fuel the success of organization success will depend on how well these components are executed and work together. According to Robinson et.al, it is possible to increase employee engagement by fostering an environment at work where pride and other good feelings are valued. This will boost productivity, reduce turnover, and enhance health.

3. Development of the Conceptual Model for the Study:

Figure 1 illustrates the conceptual model of the connection between employee engagement and organisational performance that was created

using a literature review.

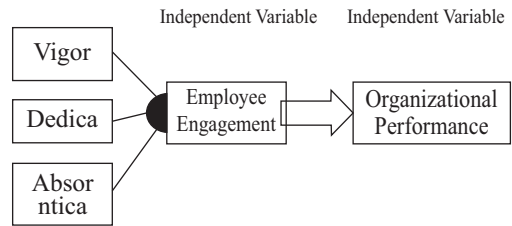


Fig: 1: Conceptual Framework Source: Authors

4. Hypothesis Development:

Following hypotheses are developed in view of Figure 1:

- H1: Organizational performance improves as employee engagement increases.
- H2: Vigor enhances organisational performance.
- H3: Dedication positively influences Organisational Performance.
- H4: Absorption positively influences to Organizational Performance.

5. Objectives of the Study:

The study's main goals are as follows:

- To examine the link between organisational performance and employee engagement among IT professionals in Eastern India.
- To determine how employee engagement contributes to optimal organisational performance.

6. Research Methodology:

The following procedures have been performed to analyse the link between employee engagement and organisational performance in order to make this study aim more precise:

6.1 Sample Design & Data Collection:

A survey of 350 IT professionals was done among the selected Eastern Indian IT industries. With non-probability sampling, the researcher chose a convenience sample design for the

study's goals. The responses are gathered from middle managers working in eight IT companies located in Eastern India.

6.2 Scale Items

The dimensions in the model were assessed with multiple-items on five-point Likert-type scale, (5 = strongly agree, 4 = agree, 3= neutral, 2 = disagree, and 1 = severely disagree). From (Schaufeli et al. 2002), seventeen statements on employee engagement and fifteen items about organisational performance have been modified (Baker & Sinkula, 1999)

6.3 Measurement Validation

To demonstrate the validity and reliability of the constructs employed in the study, psychometric analysis were conducted.

7. Results Section

7.1 Result of Reliability and Validity Assessment:

By using composite reliability and average variance extraction (AVE).the reliability and the convergent validity of all the constructs are investigated.

All of the constructions were found to be trustworthy since the composite reliabilities all above the.70 cut off (Table 1). Corresponding to this, the computed values of AVE are likewise good, that is, above the typical benchmark of.50, which lends weight to the notion that the measuring scales' convergent validity exists. Furthermore, by contrasting the square root of AVE with the correlation estimations, discriminant validity is also examined. When the square root of AVE is greater than correlation coefficients, discriminant validity is attained. According to Table 1, all of the constructs have discriminant validity since

AVE is always larger than correlation coefficient.

| Construct | Standardised loadings | Average Variance Extracted | Composite Reliability | Cronbach's alpha |
|-----------------------------------|-----------------------|----------------------------|-----------------------|------------------|
| Employee Engagement | | 0.760 | 0.962 | 0.782 |
| Vigor | .972 | | | |
| Dedication | .662 | | | |
| Absorption | .691 | | | |
| Organizational Performance | | 0.783 | 0.868 | 0.742 |
| OP5 | .610 | | | |
| OP9 | .850 | | | |
| OP10 | .871 | | | |
| OP11 | .642 | | | |

7.2 Results of Demographic Profile

Analysis : The table 2 that follows contains information on the demographics, which includes gender, age, tenure, and education;

Table 2: Demographic Profile Analysis

| Variable | Category | Frequency | Percentage |
|-----------|-----------------|-----------|------------|
| Gender | Male | 245 | 70 |
| | Female | 105 | 30 |
| Age | 25 and Below | 4 | 1.14 |
| | 26-35 | 205 | 58.57 |
| | 36-45 | 125 | 35.71 |
| | 46-55 | 16 | 4.58 |
| Tenure | < 1 year | 68 | 19.43 |
| | 1 -3 Years | 115 | 32.85 |
| | 4 -6 Years | 95 | 27.15 |
| | 6 -9 Years | 48 | 13.72 |
| | 10 & > 10 Years | 24 | 6.85 |
| Education | Bachelor | 228 | 65.14 |
| | Masters | 118 | 33.72 |
| | PhD | 4 | 1.14 |

Source: field survey.

In comparison to the female IT managers, the male managers showed greater interest (70%) and provided adequate responses. Furthermore, it should be

noted that the majority of respondents (61%), who are within the age range of 26 to 35 years, were young. Three years or less of project-related experience was held by the young male and female managers (32.85%). Most of the respondents had completed their graduate or masters degrees. The study's respondents were discovered to be young and enthusiastic and were able to positively contribute to this research study by offering insightful responses. The middle level managers are typically employed in roles such as IT analysts, system engineers, service designers, software developers, plug-in developers, etc.

7.3 Results of Structural Equation Modelling (SEM)

Many potential relationships have been tested using structural equation modelling (SEM). A multivariate approach that aims to explain the link between multiple variables. The link between employee engagement and organisational performance has been examined in the current study. First, we investigated the impact of Employee Engagement—an independent variable—on Organizational Performance (dependent variable). The findings showed that Organizational Performance is highly impacted by Employee Engagement. As a result, the hypothesis H1 has likewise

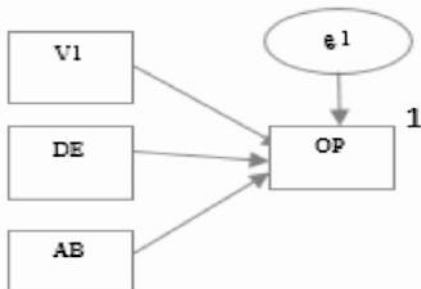


Fig. 2: The Hypothesized Model (M1)
Source: SPSS output

Another, model was also developed to study the effects of employee engagement on organisational performance on many dimensions. According to the results of the standardised weight, the influence of vigour on organisational performance is the greatest (0.88), followed by absorption (0.82), and devotion (0.82). (0.78). The results revealed that the three components of employee engagement—vigor, devotion, and absorption—have a significant influence on the performance of the organisation.

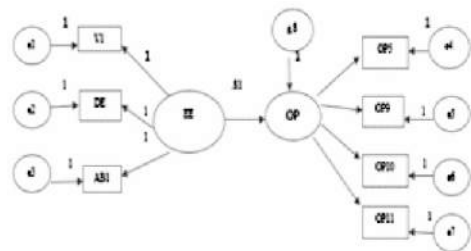


Fig. 3: The Hypothesized Model (M2)
Source: SPSS output

8. Discussion

The effect of employee engagement on organisational performance is discussed in this study. A structured questionnaire was used to assess the study's suggested model among IT industry personnel. Initially, we made an effort to investigate the significance of employee engagement on organisational performance. The argument is that firms with engaged workers perform better. Engaged workers consistently finish their tasks on schedule, which benefits the business's productivity as a whole. Also, highly engaged workers conduct their professional duties with complete focus and a sense of profound participation, both of which are requirements for becoming proficient in one's field of endeavour. The great rewards for the company's success may come from each individual's task competency, and organisational success

may be attained through a cooperative effort of engaged and dedicated personnel.

9. Limitation and Future Scope of Research

In this cross-sectional research study, variables and analysis are only applicable to

the time period during which data were collected. This study just takes into account the IT industry. Future studies may focus on other sectors such as industry, tourism, education, and so on in varied geographic, cultural, and economic contexts.

CONCLUSION

The term "employee engagement" describes how employees feel about the business and its guiding principles. It has a range of negative repercussions on enterprises but is also swiftly gaining popularity and attraction at work. In order to sustain a competitive advantage for a business, employees are consequently more crucial than any other component. Higher levels of employee engagement have been found to be associated with firms that outperform their rivals in terms of profitability.

Employee engagement may help a business fulfil its goals, carry out its plans, and generate considerable financial gains. They provide their businesses with essential competitive benefits, such as increased productivity, improved customer satisfaction, and decreased staff turnover. Employee engagement should thus be a constant process of learning, improvement, assessment, and action.

REFERENCES:

- Al Mehrzi, N & Singh, S.K. (2016). 'Competing through employee engagement: a proposed framework'. *International Journal of Productivity and Performance Management*, 65 (6).831-843, <https://doi.org/10.1108/IJPPM-02-2016-0037>.
- Baker, W., & Schaufeli, W. B. (2008) Positive organizational behavior: Engaged employees in thriving organizations. *Journal of Organizational Behavior*. (29):147-154.
- Bakker, A. B., & Leiter, M. P. (2010). Where to go from here: Integration and future research on work engagement. *Work engagement: A handbook of essential theory and research*. Psychology Press. 181–196
- Bankar, S. and Gankar, S. (2013). Employee Engagement and Change Management. *Journal of Commerce & Management Thought IV – 2* ISSN 0975-623X (print) 0976-478X (online).
- Baker, W., Sinkula, J.M. (1999). Learning orientation, market orientation, and innovation: Integrating and extending models of organisational performance. *Journal of Market-Focused Management*. 1999b; 4(4):295-308.
- Gallup (2013). State of the American Workplace: Employee Engagement Insights for U.S. Retrieved from <http://www.gallup.com/strategicconsulting/163007.aspx>.
- Lorenz J. P. van Doornen., Jan H. Houtveen., Saar Langelaan., Arnold B. Bakker., Willem van Rhenen4 & Wilmar B. Schaufeli. (2009). Burnout versus Work Engagement in their effects on 24-hour ambulatory cardiac autonomic function. *Stress and Health*. 25: 323–331.
- Lusthaus, C., & Adrien M.(1998) Organizational assessment: A review of experience. *Universalia*. 31.
- Robinson, D., Perryman, S. & Hayday, S. (2004). *The Drivers of Employee Engagement*, Institute for Employment Studies, Brighton.
- Schaufeli W.B, Salanova M, Gonzalez-Roma V, Bakker, A.B.(2002) The measurement of engagement and burnout: A two simple confirmatory factor analytic approach. *Journal of Happiness Studies*.(3):71-92. ■■

A Study of Employee Engagement in an Organization

Mr. Kishor Kenche

Country Human Resource Manager,
Brembo Brake India Private Limited, Pune

Abstract

Employees are the foundation pillar of any industry. The success of any industry lies in its engaged workforce.. Employee engagement is a function of relationship between an organization and its employees. It plays a key role in achieving the organizational goals. Employee engagement leads to the feeling of belongingness and hence ultimately leads to satisfaction. Modern organizations consider their employees to be full of enthusiasm, excitement and express initiative at work, they want them to take concern for their own development, try for high quality and performance, be stout and dedicated to what they do and in other words companies need their employees be engaged. Engagement is achieved when people envisage that their organization respects their work, their work contributes to the organizational development and more prominently their personal ambitions of growth, rewards and pay are met. Thus it has become very essential to implement various HR Strategies which support every employee and make them feel valuable. This paper makes an attempt to study the different dimensions of employee engagement and their effective implementation in organization.

Key Words:

Employee engagement, Motivation, Human resource strategies

Employee Engagement - Introduction

The average person puts only 25% of his ability work. The world takes off his hat to those who put in more than 50% of their capacity and stands on its head for those few and far between souls who devote 100% as described by Andrew Carnegie who is renowned industrialist. Motivation is the state of readiness of individuals to achieve organizational objectives. Thus, if an individual

has high degree of readiness, his motivation level is high. One of many ways to keep Employee motivated is “Employee Engagement”. An engaged employee collaborates with coworkers to improve job performance and is aware of the organizational context. The staff have a favorable outlook on the company and its core principles. The study focuses on how work involvement precedes employee engagements. Without motivated personnel who are committed to the businesses objectives and are aware of the how to carry it out, no company, no matter how big, can succeed in the long run. Because of this it is advised to carry out anonymous fearless and open ended surveys to gauge employee engagement at least once a year. Employee engagement refers to the workers level of commitment to and participation in their company and its guiding principle. The idea of the flow as proposed by Csikszentmihalyi, is the second idea related to organizational behavior participation. According to him, Flow is the “Holistic Sensation” a person has when doing entirely out of interest. When in a state of flow, it might be difficult to tell the difference between oneself and surrounding. People rarely need to consciously manage their activities while they are in flow state. The level of commitment and interest a worker has for their employer and its values is, thus referred to as employee engagement. An engaged employee interacts with coworkers to improve job performance is aware of the organizational context. For firm to develop and nurture engagement, there must be a cooperative dialogue among the employer and the employees. Thus employee engagement is a gauge that assesses a person's connection to the company.

Literature Review

In view of the already existing literature on the

subject, Pragati Jayantibhai Vasani and Vaishali Vishwanathan Pillai [1] studied the employee engagement and their impact on employee performance. They concluded that the factors are pay and benefits, Health and safety, Performance appraisal, performance of the company, communication, training, leadership, grievance procedure, career development and other benefits. The data were collected through structured questionnaire and the sample size is 100 employees. The result of the study discovered that employees are satisfied with overall performance of the company. All the factors of Employee engagement were observed affecting the employee performance in the positive way at the organization. Similar such research was carried by Dr. Pratima Sarangi and Dr. Bhagirathi Nayak [2] where they analyzed and interpreted the impact of employee engagement on success of the company using both primary, secondary data. They used the 6 Cs of employee engagement out of 10 Cs defined by Gambler (2007) to measure employee engagement with suggestive conclusions. They found through our 6 Cs parameters like i) Clarity ii) Confidence iii) Convey iv) Connect v) Credibility and vi) Career, the employees are agreed with these parameters to improve the purpose of effective employee engagement in manufacturing companies.

A study on employee engagement, a research article by Mr. S. Kasinathan and Mrs. M. Rajee [3] presented the importance, effect of employee engagement in the manufacturing sector, examined from a mid size company's point of view, where they are manufacturing sheet metal press components. The study has found the satisfactory level of the employees regarding various factors related to their commitment towards their company. In general, there is a positive attitude has been found among employees and they are actively engaged towards their company.

Strategies to improve company's employees engagement

- Connect what employees do to what they care about. Consider following three

actions:

Revise your organization mission statement to connect with employees values. Employees are more likely to feel they fit at an organization that stands for social change. Studies show that people are willing to give up financial benefits to work for an organization that practices corporate social and environmental responsibilities. If your organization's mission is to have some societal impact it is easier for employees to align their goals and values with the organizations mission and thus feel that they fit in.

Show how an employees work is related to the organizations purpose. A purposeful mission is not sufficient to establish feelings of value alignment. Employees have to see a connection between their day to day work and the organization greater purpose. To deliver job crafting at scale, consider revamping job description to connect an employees work directly to the organization mission, generating meaning and purpose. Townhall meetings and immersive small group sessions are effective in this regard.

Encourage and fund employee resources groups (ERGs) that represents diverse interest and goals. ERGs are the voluntary communities that bring together individuals with similar backgrounds or interest. ERGs could center on diversity and inclusions special interests or even wellness (outdoor exercises, etc.).

- **Make work itself less stressful and enjoyable:**

Offer employees the flexibility to try new work tasks so they can discover their intrinsic interest through Job Rotation Program (Rotation through various depts).

Grant Employee more autonomy.

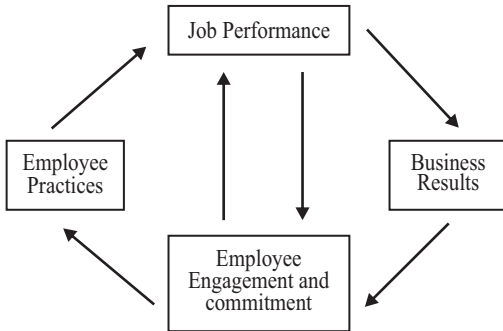
Boost employees sense of confidence through Mentor Program.

Reward employees.

The link between Employee Practices and Employee Engagement

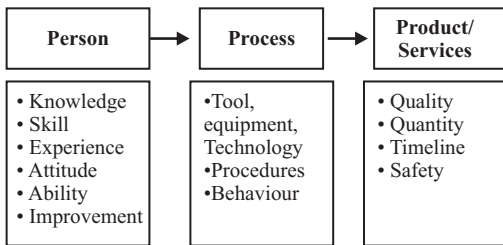
How does an engaged work force generate valuable business results for an organization? The process starts with employer practices such as job and task design, recruitment, selection, training, compensation, performance management and career development.

Fig-1. Link between Employee Practices and Employee Engagement



Job Performance Model

- Leadership
- Work Organization
- Physical setting
- Social setting



The Power of Job Enrichment

To increase Engagement, Improve jobs with -

- Meaningfulness
- Variety
- Autonomy
- Coworker support



Training and Development

To increase Engagement :

Provide employee orientation to establish-

- Employer-employee exchange relationship
- Understanding of how the job contributes to the organization mission.

To enhance commitment:

Signal commitment reciprocated by-

- Your investment in training
- Models of training delivery

Strategic Compensation

To increase engagement:

- Equitable Exchange
- Pay for Performance
- Competency based pays

To enhance commitment:

- Competitive pay
- Equitable Exchange
- Flexible benefits and perks
- Retirement and seniority graded pay

Effective performance Management

- Challenging goals that align with your company's strategic objectives.
- Positive feedback and recognition for accomplishments.
- Recognition for extra voluntary contribution

To enhance commitment:

Manage performance to –

- Enable Employees to experience success in long run.
- Facilitate congruence between employee commitment to your organization and other life commitments.
- Value expertise of experienced employees.

Research Methodology

The sample size for this research is 100 . Questionnaire is used as the tool for data collection which consists of 47 questions. Questionnaire is a self-report data collection instrument that each research participant fills out as part of a research study. Primary and

Secondary both sources are used for data collection in this study. The aim of this study is to find the employee engagement and its impact in manufacturing sectors. Here the 6 Cs as major parameters has been and total forty seven questions are designed for the questionnaire survey.

The 6 Cs are: i) Clarity ii) Confidence iii) Convey) Connect v) Credibility and vi) Carrier to measure employee engagement at their workplace. The Likert's five point scale has been implemented in this study on the points agree, disagree, strongly agree, strongly disagree and No option for primary data collection.

Discussion

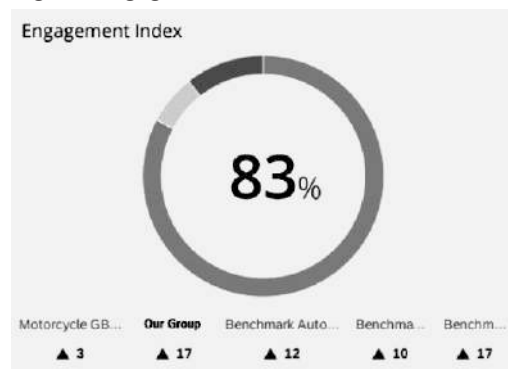
With reference to the above mentioned strategies, various activities have been carried out in our organization. Under initiative of Quarterly awards – Best Employee and Operator, around 104 employees were awarded last year. Similarly, through Job rotation and opportunity through Internal job posting, 3 people are under Rotation and 7 are posted internally.

To facilitate the Employee engagement, Employee wellness program was initiated under which for physical well-being around 55 employees were trained for the 1 month course by external trainer which resulted into limiting and reducing the sugar and BP level of 4 and 10 employees, respectively. To promote the Work-Life balance about 156 employees were allotted 5 days a week. Similarly, 56 employees are working under Hybrid working model scheme. Transport and Canteen facility have been improved by inducting new buses in the fleet replacing the older ones and fruits and sweets were added in lunch and dinner. Women empowerment training and fun activities were carried out at Hotel Marriott Courtyard on the occasion of Women's day.

Fig-2 Questions measuring engagement index



Fig-3 : Engagement index



Limitations

This research has a lot of limitations with respect to the online survey administered, focusing limited roles and employee category etc. Firstly, If different questions or with respect to different category responses were collected, the I would would be able to draw a more specific conclusion on Employee Engagement and enablement. The questionnaire consisted of very few open-ended questions and mostly close-ended questions. The time limit for this study was too short, which did not allow enough time to think more while responding to the questions. Also, the questionnaire was online for among various shopfloor as well as office employees, from various department and was not focused on function wise questions which again generalize our understanding when it comes to the findings.

CONCLUSION

The online survey was administered in December 2021. The overall Response Rate was around 98%. To measure the Engagement index, Questionnaire has been shared with employees, results of which has been displayed in Figure 2. It is observed that engagement index shown in figure 3, was found to be 83% for our Group which is significantly higher as compared to the Global benchmark which is 65%. From the finding, it is concluded that survey results are in accordance with the overall activities of the company conducted to encourage the engagement.

Employee Motivation is an important aspect within any organization and constantly seen at appropriate level, for employee engagement and high profitability of overall organization. Authoritative administrators should in this manner target impacting positive representative directs through inspiring them to guarantee that they submit their endeavors towards achievement of organizational goals. In any case, board should begin by adjusting representative needs with authoritative targets. Certain inspirational speculations can assume a significant job in directing authoritative administrators through the representative inspiration process. This would guarantee that they receive compelling persuasive methodologies that can tolerate positive outcomes.

REFERENCES

1. Pragati Jayantibhai Vasani and Vaishali Vishwanathan (2019)., To study on employee engagement and their impact on employee performance, *International Journal of Applied Research* 2019; 5(4): 490-493
2. Dr. Pratima Sarangi, Dr. Bhagirathi Nayak (2016) . , Employee Engagement and Its Impact on Organizational Success – A Study in Manufacturing Company, India, *IOSR Journal of Business and Management (IOSR-JBM, Volume 18, Issue 4 .Ver. I (Apr. 2016), PP 52-57*
3. Kasinathan S, Rajee M., A study on Employee Engagement, *Knowledge Economy, Vol: 1, Issue No. 2, Sep 2011.*
4. Dr. Ankur Jain , Dr Bhuwan Gupta and Dr. Meenakshi Bindal (2019)., A Study of Employee Motivation in Organization , *International Journal of Engineering and Management Research*
5. Ahmed, A & Sultan, K. (2022), Application of Two Factor Theory of Motivation by Fredrick Herzberg: A Case of Female Workers Serving Pakistani Media Organizations, *Global Digital & Print Media Review, V(IV), 28-37.*
6. Senthilnathan, Samithamby. (2019). Usefulness of Correlation Analysis. *SSRN Electronic Journal.*
8. Smith, T. (2020). Employee Engagement. Investopedia.
<https://www.investopedia.com/terms/e/employee-engagement.a>
9. Younis, I. et. al, Factors Affecting Business Environment. *Essays, Research Papers and Articles on Business Management.*
10. Ismael Younis Abu-Jarad, Nor'Aini Yusof and Davoud Nikbin (2010), A Review Paper on Organizational Culture and Organizational Performance. *International Journal of Business and Social Science.*



Employee Engagement

Dr. S. V. Bhave
Director (HR & IR)
Bharat Forge Ltd., Pune

Ms. Lorraine Coelho
Sr. Manager : HR.
Bharat Forge Ltd., Pune

1. ABSTRACT

Engaged employee at work always creates positive environment and excitement about their job. Organization to organization engagement strategy will differ. However, few factors like reward and recognition process, approach of superiors, avoiding monotony in job, bringing in diversity at workplace, providing safe and comfortable environment, supports employee engagement. High level of employee engagement always supports increase in performance level of employee as well as of organization. Engagement creates positivity of jobs, value based work environment.

2. KEYWORDS

Performance, reward and recognition, retention, environment, superiors, transparency, employee engagement.

3. INTRODUCTION

Until not very long ago organizations looked at work and work life as independent domains. While organizations accepted responsibility for providing employees with a conducive and pleasant atmosphere at work, what happened to employees outside the work domain was not the concern of the employer. There has been change over time in this aspect and perception of organization and also of employees got changed. Progressive organizations today have moved beyond focusing only employment aspect but organizations have started concentrating in calculated way points such as work life balance, work life integration, employee friendly policies, organizational flexibility, challenges arising out of attrition, organization performance issue, employee loyalty, etc. Managerial perception related to employee engagement

got transformed from individual to institutional basis, which has resulted in increased employee productivity, reducing attrition and increasing retention, ensuring employee health, etc. With all these steps organizations are aiming for “World Class Brand”.

Employee engagement is a concept that describes the level of enthusiasm and dedication of employee feels towards their jobs. Engaged employees care about their work, about their performance, about their efforts and also support their colleagues to continue their efforts in enhancing organizational performance. An engaged employee is in it for more than pay cheque and may consider their wellbeing with the performance of the organization and thus instrumental to their companies success. The key indicator of employee engagement can be as follows:-

- Employee Engagement describes the level of enthusiasm based on support of superiors
- Engaged Employee can be indicator and critical to the success of employer
- Engaged Employee are more likely to be productive and higher performing
- High retention of critical employees is guaranteed in critical circumstances.

4. Understanding Employee Engagement

Employee Engagement can be critical to the company's success. It gives clear indication to job satisfaction as well as supports in increasing morale of an employee. 360 degree effective communication is a critical part of creating and maintaining employee engagement. In organizations, engaged employee always displays greater commitment to company goals and values. Goals

of organization can get altered depending upon business scenario. However, organizational values, once decided cannot be altered very often. Few of the values normally any organization adopts are as follows:-

- Inspire Success
- Approachable Management
- Pride In Corporate Image
- Transparency
- Ethical Practices
- Focus On Employee Development
- A Caring Environment
- Sharing Power
- Empowering Employee

Other strategies include making efforts to employee feel valued and respected, their ideas are being heard and accepted, providing regular feedback, etc. Engaged Employee believes that their work is meaningful, they are appreciated and backed by their superiors and that they have been considered as important aspects in the journey of success of the organization.

From organization to organization there can be different thoughts on employee engagement activities. However, in broader term following few activities are normally considered as important activities in organizations.

1. Well planned onboarding system.
2. Involvement of employees in business planning process.
3. Create a knowledge sharing system
4. Appropriate reward and recognition system
5. Encourage and provide learning and career growth opportunities
6. Create excitement about work
7. Celebrations of success
8. Appreciate in public
9. Encouraging Feedback mechanism on performance
10. Appropriate balance between work and life.

Employee engagement is considered as an important activity to all organizations because it helps to create better work culture, reduce attrition, increase productivity, supports in increasing strong customer relationship, helping towards performance and profitability of the organization. This also helps in understanding employee needs as well as identify ways to improve their morale and create better work environment.

The idea of employee engagement has grown in over the years. There are few misconceptions, such as:-

- Employee engagement activity which should be monitored only by superiors
- Employee Engagement activity is a job of HR function
- Line Managers have nothing to do with Employee Engagement activity
- Brining in effectivity in communication alone guarantees for employee engagement.

Stakeholders in the organization always need to continue their efforts to improve employee engagement that can positively impact performance of company in key areas such as quantity, quality, cost, delivery, time, customer satisfaction, health and safety, innovation, wellbeing of employees, etc. With a view to achieve business goal and ensure greater engagement of employees, efforts needs to be aligned with overall strategy and business of organization. Unplanned ideas and activities may help in short term. However, if organization is expecting long term result then involvement of all stakeholders will be required at each point.

5. LITERATURE REVIEW

Employee Engagement is considered as the most important aspect of organizational development and undoubtedly the most demanding too. Loyalty of employee towards organization is considered as

deciding factor supporting employee engagement. Measuring employee loyalty has become a very important and critical part. Loyalty makes people at all levels supportive and thus push them to engage themselves in a better way with the organization. As per Mr. Ajit Rao, the best way to understand Loyalty in any organization is to ask following simple questions to an employee:-

1. Would you like to work in this organization?
2. What provides you with job satisfaction?
3. What is that clearly defines the deliverable of your role?
4. What is that scenario which does not provide you with adequate resources to do your job well?
5. Where you do not feel a sense of accomplishment?
6. Do you know organization's vision and mission?
7. What were those instances where you felt that you were unfairly treated?
8. Where do you feel that you were not cared well?
9. Where you cannot trust people?
10. Instances where you do not feel appreciated.
11. Where your ideas and suggestions are not valued?
12. Where the quality of communication is poor?

Mr. Rao also stated that chances are that your answer would be NO to all above questions. Imagine a person who works in the organization where none of the above factors are met with. How would this person feel engaged with the organization? Therefore, along with competence, loyalty is considered as an important factor for developing employee engagement in an organization. Mr. Rao further stated that, organization needs to continuously work for creating positive environment to enhance current productivity, thereby ensuring more

and more engagement. The environment can be improved by bringing in role clarity, availability of resources, appreciation on accomplishment, fairness in treatment and exhibiting care and concern for an employee.

In the words of Mr. Rolf P. Lynton and Mr. Udai Pareek, understanding culture and development of organization can have greater relevance in the context of employee engagement. There can be independent variables, intervening variables, dependent variables, modified variables, and enabling variable to bring in reinforcement in culture and development. It includes political culture, societal culture, organizational culture, enabling environment, developmental strategy, including appropriate behavioral norms, leading to development of employee. As stated earlier, highlighting organizational goals and values are considered as a paramount importance in this journey.

Employee engagement is considered as important part of organizational development, which is always connected with the identity of an employee. As rightly stated by Mr. S. Ramnarayan, Mr. T. V. Rao and Mr. Kuldeep Singh. Progressive organization may refer to its conception of its relationship with its employees. Identity of the employee connects with mindset of individual which is an important aspect of an organization's culture. This includes narrating success stories of the organization, rituals and routines, power structure, control systems, organization's structure, leading to bringing in betterment in engagement.

As per news appeared in Economic Times dated 15.01.2023 - When it comes to retention, new-age companies think beyond pay, perks, to win talent wars, promise better exposure, ESOPs and growth opportunities to attract and retain employees. News also states that work life balance, multiple

promotions, access to leadership and recognition of exemplary work also supports engagement process.

To build up engagement process many organizations have deployed different methods. While BharatePe co-founder Ashmeer Grover announced that he would gift Mercedes cars to employees who stay on for five years at his new company. As per Samra Rahman, Head of People and Culture at Hero Vired, granting freebies or opulent gifts is not the only solution to retain talent. It is essential for employees to understand the company's vision, get inspired, and work together towards a collective goal to upskill people and bring difference into their lives. (Ref Economic Times dated 15.01.2023).

To strengthen the engagement process other companies like Zepto and CashKaro are offering multiple promotion opportunities, peer learning, access to leadership and recognition of exemplary work. On the subject, Roma Bindroo, HR Head of the grocery delivery startup expressed her opinion that “At a young company like ours, there is an opportunity to build something from the ground up, to disrupt the industry we're in. This because we have realized through regular surveys that employees want opportunities for growth and learning”. Dealing with the subject of engagement and retention, Swati Bhargava, Co-founder of CashKaro #TheCKMorning Show – a platform for appreciation and encouragement – gives a shout out to employees who have gone above and beyond. Many aspiring candidates get to know more about the company culture by seeing such initiatives on social media, which helps the firm to attract good talent. (Ref Economic Times dated 15.01.2023).

“To support engagement, many organizations are giving opportunities to employees to sharpen their skills in newer technology. We stay on the cutting edge of industry

trends and technologies, which allows us to offer employees challenging and exciting projects that allow them to grow their skills and advance their careers”, said Gupta. (Ref Economic Times dated 15.01.2023).

From the literature survey it is very clear that empowering employees play vital role in strengthening engagement process. It helps to infuse vitality and energy into the work place, supports in understanding sharing responsibility with employees and thereby helps in improving performance. Empowering is mutual influencing process. (Kenneth L. Murrell & MMI Meredith –Empowering Employees).

Murrell and Meredith also mentioned that empowering organizations sees achieving empowerment as life long effort and not end point to be checked off a list of objectives. Empowerment is an active journey not a static destination, which supports engagement. Another point of employee engagement is active participation of employees in decision making process. This helps in shared responsibility which boosts flow of the information, spreads accountability and fosters partnerships that manager involves himself in decision making and troubleshooting process, leading to engagement.

Engagement process also involves bringing in continuous change and creating enthusiasm amongst employees. To ensure continuation of change and enthusiasm, managers are expected to bench mark for their attitude, skills and goals of the people in the organization. Once empowerment is made personalized it automatically impacts organization in positive way. There is always a likely hood of threats in organization. However, employees having high energy and enthusiasm will support organization to ensure that threats are short lived. With more energetic employees organization will experience qualitative difference in its approach.

As per R.Brayton Bowen, appropriate reward and recognition will always support in generating values, interest and help in achieving work place goals, which in turn supports in developing perception of employees to look at workplace in a more meaningful way and search a way of how to be strategically aligned with the vision and mission of the organization. It also creates interest amongst employees and encourages them to work with more motivation, be collaborative, thereby engaging himself with the organization. Therefore, reward and recognition are considered as one of the important aspects of employee engagement.

R.Brayton Bowen also commented on bringing in competitive and collaborative spirit amongst the employees. Collaborative efforts should be regenerative, as team members find ways to support one another and recognize both individual and group competition. Training and development of the team from the beginning is critical to ensure that regenerative skills become team competencies. In the process of engagement smart manager encourage employees to recognize their own potential and to be confident in their ability to succeed - or to atleast try. Few of the efforts on the part of smart managers to ensure engagement of employees to the larger extent can be as follows:-

- Supporting employees to stand on their own.
- Value themselves for what they do.
- Encourage them to make changes in their work.
- Motivate them to pursue personal excellence.
- Create an environment continuously to increase their ability to change and adapt.
- Guide them to create different options.
- Make an attempt to impress on their mind that relationship matters.
- Not only appreciate employees but appreciate managers who appreciate

employees.

- Impress on their mind that “Organizational value” matters all the time.

Needless to say that above efforts on the part of a manager, would certainly create an environment for ensuring positive engagement of employees.

As per Nigel Harrison – Monitoring continuous performance always matters for employee engagement. As per author, when faced with a need to improve employee performance one will be able to follow seven step process to:

- Find out who has the problem;
- Define the cost of the performance gap, and
- Design a set of solutions to close it.

The seven step process includes:-

1. What is the problem?
2. Who is involved?
3. What is happening now?
4. What do we want to happen?
5. What is the cost of the gap?
6. What are the causes and potential solutions
7. Action Plan

Above process surely helps organization to gain more engagement of employees.

It is said that employees leave their bosses and not organization. Engaged employee will rarely think of leaving the organization. Steven Taylor in his handbook “The Employee Retention”, has set out three straight forward questions on the subject:-

- Why do people choose to leave the organization?
- Why does this matters?
- What can be done to reduce this occurrence?

Effective management of employee retention is required to be focused primarily on those individuals whose resignations can be most problematic from the organizations point of view. Employee resigns from a job for many different reasons. Sometimes it is because they are dissatisfied in their current jobs. On other occasions the attraction of an alternative is too good to miss. Wherever engagement of employee is high, one will find very less attrition in such organizations. The reason can be attributed to the system through which organization cares for their employees.

The view expressed by Cummings / Worley in the book “Theory of Organization Development and /Change – involvement of employee in different process plays an important role in employee engagement. Employee involvement can be gauged on following four factors:-

1. Power – to provide people with enough authority to make work related decisions covering various issues such as work methods, task assignments, performance of outcomes, customer service and employee selection.
2. Information – This includes availability of data about operating results, business plans, competitive conditions, new technologies and methods and ideas for organizational improvement.
3. Knowledge and skills – Involve employee in organizational effectiveness programs, decision making systems, problem solving and understanding how business operates
4. Reward – This includes recognition also. Appropriate reward and recognition can have powerful effect in getting people involved in the organization and can help in increasing self-worth and accomplishments. External rewards such as pay and promotions can reinforce on retention of employees.

As rightly stated by Michael Armstrong in his book Strategic Human Resource Management, the significance of engagement is that it is at the heart of employment relationship. It is about what people do and how they behave in their goals and what makes them to act in ways that further the achievement of objectives of both the organization and themselves. Author has referred following table depicting impact of engagement in organization.

| | | |
|-------------------------------|--|--|
| Engagement ↑ | Excited about the job and puts best efforts into doing it but not particularly interested in the organization except as the provider of the opportunity to carry out the work. | Excited about the job and puts best efforts into doing it. Fully identified with the organization and proud to go on working there |
| | Not inclined to put a lot of effort into the work and has no interest in the organization or desire to stay there | Fully identified with the organization and proud to go on working there but not prepared to go the extra mile. |
| ← Organizational commitment → | | |

Centre for creative leadership (net collection) has emphasized on improving employee engagement and retention with the help of four factors, i.e. Leaders Engagement, Job Engagement, Team Engagement and Organizational Engagement.

- **Leader Engagement**
Highly engaged employee feels organized by and connected to their direct managers or supervisors. Highly effective first level leaders can build greater trust and loyalty across entire workforce
- **Job Engagement**
Employees are more engaged when they feel their job matters and can connect their daily responsibilities to the goals and outcomes of business of the organization, and when they are given flexibility and autonomy.
- **Team Engagement**
The success of any team often depends

upon how well team members work together and how much they trust each other. Teams work best when members feel safe expressing divergent opinions and know that they can count on each other.

- **Organizational Engagement**

One of the key things that improves employee engagement at the organizational level is visible support from superiors and team members. This provides ample opportunities for growth of individual and organizational development.

Engaged employee always supports organization in present competitive environment. As stated by Varun Berry, Executive Vice-Chairman and MD, Britannia - "Competition is coming in a fast and furious way. Will have to become a lot nimbler and strengthen our moats". (Times of India dated 18.01.2023)

Above literature survey clearly states that engaged employee can be one who is positive in his/her job, believes in and identifies with the organization, works actively to make things better, treat others with respect and help colleagues to perform more effectively, can be relied upon and goes beyond the requirement of the job, sees the bigger picture, even sometime at personal cost, keeps upto date with development in his or her field, looks for and is given opportunities to improve organizational performance. As per Bevan Barber and Robinson, engaged employee is one who is aware of the business context and works closely with colleagues to improve performance within the job for the benefit of organization.

6. RESEARCH OBJECTIVE

The present study has following objectives:-

- Examine various approaches and views of Employee Engagement

- Collect relevant data from various practicing managers, analyze and study the same.
- Give suggestions

Authors have done adequate review of literature. Information is collected from questionnaire, research papers, books, internet and newspapers.

7. RESEARCH METHODOLOGY

The study is based on qualitative and quantitative research.

Qualitative analysis is done based on literature review. That submits certain limitations to the issue, hence quantitative analysis is also performed for this study.

The study is exploratory in nature. Competitive analysis is done using the descriptive data analysis method. The questionnaire was made to seek the perception of respondents. The data was collected through the questionnaire and 128 participating managers dealing with the subject have responded to our questionnaire. The respondents were informed about the objective of the study. No reference of individual / company is done for the purpose of study.

The data was analysed using excel and charts various figures prepared for better understanding of responses.

8. RESEARCH HYPOTHESIS

Hypothesis is a formal statement of an unproven proposition i.e. empirically testable.

To establish logically visible in the form testable statements, following hypothesis, i.e. null and alternatives have been formed.

HO1 – Higher Salary is considered as an important factor for employee engagement.

HA1 - Higher Salary is not considered as an important factor for employee engagement.

HO2 – Job satisfaction at work is considered as important factor for employee engagement.

HA2 - Job satisfaction at work is not considered as important factor for employee engagement.

HO3 – Involvement of employee in business process is backbone of employee engagement.

HA3– Involvement of employee in business process is not the backbone of employee engagement.

HO4 – Transparency at work supports high degree of employee engagement.

HA4 - Transparency at work does not supports high degree of employee engagement.

HO5 – Flexible work timing supports high level of employee engagement.

HA5 – Flexible work timing does not supports high level of employee engagement.

9. SAMPLE DESIGN

The questionnaire was drawn by authors consisting of 15 questions related to the employee engagement subject, which was sent online to 150 practicing managers across India, working in different business segments. Responses were received from 128 practicing managers and the success rate was 85.33%. The respondents are practically involved in industries and academia dealing with employees and very much concerned with the topic of research.

10. DATA ANALYSIS

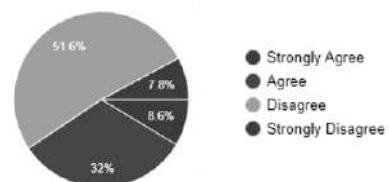
As stated above 128 professionals from HR /

Business / Academia from all India basis took part in this survey. Respondents considered for this study have minimum 20 years leadership experience in dealing with employees at their respective organizations.

Based on the data collected through questionnaire, following is the analysis followed by findings:-

- 1 Salary can be considered as an important factor for employee engagement. However, all respondents are not in agreement with this statement. About 60% respondents have opined that salary may not be the deciding factor for employee engagement. In other words there can be different factors supporting employee engagement in organization. 32% respondents were in agreement more the salary you pay to the employee, engagement will be guaranteed. From the graph it is clear that alongwith salary there can be different factors which can support employee engagement, which is evident from the following graph.

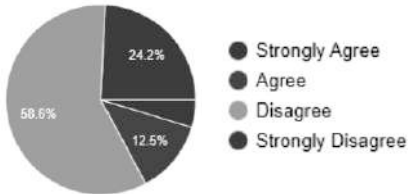
More the salary you pay to the employee his engagement will be guaranteed (128 Response)



2. From the literature survey it is clear that success in having employee engagement depends on multiple factors and one amongst that is Job Satisfaction. Approach of superiors towards junior team members, willingness on the part of employee to learn new things and getting adjusted in culture are few important points supporting employee engagement. Over 83% of respondents have expressed that Job satisfaction at

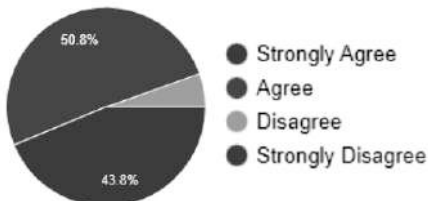
work place is the base for employee engagement, which is evident from following graph.

Employee Engagement has nothing to do with job satisfaction (128 Responses)



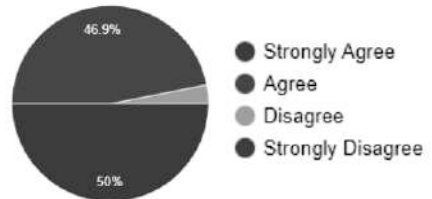
3. Alongwith technology, involvement of employee in business process is considered as an important factor for ensuring employee engagement. These days in the organization one will find a mix of different genders with different qualifications working for a common goal. During last few years employees have experienced economic and industrial turmoil across the globe. This was more visible during pandemic environment. In view of this there was a compelling requirement on the part of stakeholders to involve employees of all levels in decision making process. Respondents were asked questions if involvement of employees in business process is backbone of employee engagement, interestingly, 95% of the respondents have opined positively and stated that involvement of employees in business process if considered as a backbone for employee engagement, which is evident from below graph.

Involvement of employee in business process is backbone of Employee Engagement (128 responses)



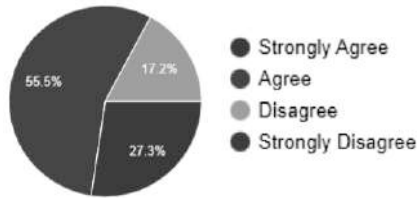
4. Visible openness at workplace, transparency at HR processes such as Talent Acquisition and Management, Performance Management System, Reward and Recognition, are few areas which help in creating positive environment at workplace. Employee normally expect high level of transparency in area concerned to their respective career growth. On this point exploration was attempted by authors of this article with the help of questions to the respondents, enquiring if bringing in transparency in work supports high degree of employee engagement. Interestingly 97% of the respondents have opined that transparency is considered as an important factor for employee engagement.

Bringing in transparency in work, support high degree of Employee Engagement (128 Responses)

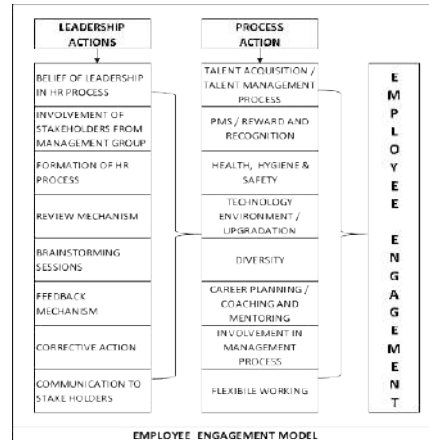


5. One can see visible difference of approaches amongst employers, employees and stakeholders, concerned with various types of business. The difference one will see in employment pattern, reward and recognition approaches, gender diversity, work life balance, etc. Amongst everything approach towards flexible work was considered as one of the factor in questionnaire. Respondents were enquired if flexible work timings will support more employee engagement. About 82.8% respondents have either agreed or strongly agreed that flexible work timing will support more employee engagement, which is evident from the following graph.

Flexible work timing will support more Employee Engagement (128 responses)



10(A) : Based on above discussion, authors have drawn “EMPLOYEE ENGAGEMENT MODEL”, as per following diagram.



CONCLUSION AND FINDINGS

On the basis of above discussion, literature survey, analysis of the data, hypothesis HO1 to HO5 are fully proved.

In view of above researchers have arrived at conclusions and findings as follows :

1. Engagement of employee is considered as an important factor to strengthen the business. Infact it is considered as an industrial backbone.
2. Paying higher salary will only be considered as one of the important factor. However this can be considered as a booster for employee engagement, if supported by other positive approaches at work place, such as approach of superiors, sustainable high rate of retention, etc.
3. More the satisfied employee you have at workplace, one will find more engagement level. Satisfaction does not come automatically, unless one will find conducive environment, high level of technological impute, visible part on the management to do away with monotonous jobs, etc.
4. Employees at all levels expect that they should be involved in business process. Not necessary their opinion will be considered favourably at all times. Involvement of employees in business meetings, making them members in company delegation, etc. can be few indicators, which will help in increasing involvement.
5. Transparency – Respondents considered that high level of transparency in organization creates comfort level amongst employees. There should be transparent communication between leaders and their employees.
6. Post pandemic all have experienced paradigm shift in approach from manual to digital. For eg. Conducting meetings with the help of Teams, google, etc. Is an accepted phenomena. Definition of workplace has become flexible and therefore, work timings have also become flexible. Employee gets encouraged to work with organizations if they are allowed to work in flexible way. Of course with certain limitations. Authors have suggested employee engagement model as mentioned above in point 10(A).

WAY FORWARD

1. Stakeholders in organization dealing with employee engagement, need to be flexible in their approach and therefore, review mechanism is advised at all times, as mentioned in point 10(A) model.

2. Fun and interest at work and workplace helps in creating more engagement. With younger generation joining organization with rapid speed, this issue needs to be considered as an issue on priority.
3. Continuous communication at all levels and bringing in transparency at work will be considered as an important factor to ensure employee engagement.
4. To ensure high level of engagement scenario -Stakeholders are expected to take ownership of all actions for which they are responsible, by creating conducive work environment at respective workplace. This will support developing creativity amongst employees, and thereby making employees feel that they are valueable assets to the organization.
5. Availability of required resources helps in creating right empowerment amongst the employees.
6. Entire process needs to be taken with high level of seriousness and not to be considered as a day to day ritual.

REFERENCES

- 1 Strategic Human Resource Management – Michael Armstrong
- 2 Theory of Organization Development and Change – Cummings / Worley
- 3 The Employee Retention Handbook – Stephen Taylor
- 4 Organization Development – T.V. Rao – Kuldeep Singh
- 5 The Tao of Loyalty – Ajit Rao
- 6 Training Organizational Transformation - - Part 1 – For Policy Makers and Change Management – Rolf P. Lynton and Udai Pareek
- 7 Empowering Employees – Kenneth L. Murrell – MIMI Meredith
- 8 Improving employee performance – Nigel Harrison
- 9 Strategic Human Management - Tanuja Agarwala
- 10 Recognizing and reward employees – R. Brayton Bowen
- 11 Article by TIM Smith on Employee Engagement
- 12 Article in Economic Time – 15.01.2023
- 13 Article from Centre for Creative Leadership – google search
- 14 Times of India dated 15.01.2023



Mapping Employee Engagement for Organisational Resilience: Proposing 'ERTSDR' Scale

Dr. Partha Naskar

Joint Director (Accounts)

Netaji Subhas Administrative Training Institute
Personnel & Administrative Reforms Department
Government of West Bengal, Kolkata, India

ABSTRACT

Present day organisations have become highly competitive in the post-pandemic climate. At this changing phase of the business platform the essence of people factor at work is the call of the hour. To have a committed workforce ensures fulfillment, consummation and positive organisational outcomes. The paper through literature survey outlines diverse aspects of employee engagement ranging from emotional intelligence of employees, reward and recognition of employees, training and development of employees, occupational stress of employees, digital transformation of work force and recruitment selection of employees. The objective of the paper is to identify the prominent spheres and items that may be considered in understanding the relevance of employee engagement at work place. A structured scale 'ERTSDR' has been framed for item analysis in the study. A satisfied worker is a happy worker and in turn transforms to be prolific, productive, fruitful and industrious worker through effective employee engagement. The paper makes a realistic attempt to reach out the significance of employee engagement for organizational accomplishment in the coming days.

KEYWORDS

engagement, employee, organisation, people, workplace

EPICENTER OF EMPLOYEE ENGAGEMENT

At the heart of every organizational escalation exits people factor at work. Present day employees are considered as an asset which plays a crucial role for organizational suste-

nance amidst competitive, cybernetic and post-pandemic centric business environment. The concept of work-force involvement evolved in the initial phases of 19th century and with the passage of time being conceptualized and coined as employee engagement in the present millennium. Essentially employee engagement can be broadly expressed as a measurable degree of an employee's positive or negative emotional attachment to his job, colleagues and organisation which profoundly influences his willingness to learn and perform at work. It is quite pertinent that the degree of involvement, commitment and attachment of an employee towards a job contributes in developing a cohesive-spirited-skilled workforce for organisational accomplishment. The spheres of 21st century business workspace rests on the notion 'engaged employees are better employee'- building a platform for reorienting people-based systems for greater organisational effectiveness. The focus of the paper makes a realistic attempt to reach out the relevance of employee engagement connecting individuals, teams, groups whereby all should learn to value work and love the same within their operational responsibilities in the work arena.

OBJECTIVES OF THE STUDY

The purpose of the paper is to delineate the relevance and rationale of employee involvement at the organizational hemisphere. The prime focus of the paper is to identify the spheres of employee engagement which are quite pertinent for competitive survival of the organisation in the present fluctuating business environment. The essential objective of the paper can be understood as:

1. To define the prominent spheres of

employee engagement

II. To identify the items that may be considered to design 'ERTSDR' scale

REVIEW OF LITERATURE

Bridgewaying Employee Engagement and Emotional Intelligence: An Overview

The very root of any organizational excellence is deeply connected with its productive workforce. The human element is intricately influenced with array of qualities, competencies, skills all playing a significant role in contributing towards employee performance and productivity at workplace. The present digitalized era focuses on collaborating human ability with emotional quotient in order to provide a wide spectrum of bonded employees who gives his best with passion, commitment and emotional competencies for achievement of organizational goals. The three 'S' i.e. Say-Stay-Strive is the employee engagement bell-tone of the present millennium. According to the researchers there lies a intricate interphase of employee intelligence with employee involvement at work which guide one's thinking and action at the organizational terrain. The four proponents viz., self-awareness, self-management, social awareness and relationship management acts as a catalytic agent for work force to sense, understand and effectively apply the potential of emotional intelligence at workplace for successful organizational operations. On the threshold of the rapidly changing social world the level of organizational escalation touches the momentum with pace and positivity of emotional intelligence through new transformative vibes of thinking, learning and living within the spaces of business horizon.

Designing Employee Reward and Recognition Strategy: Torch Bearer of Employee Engagement

Present day organization seeks towards best talent. An organisation's human resource is the most valuable assets which need to be acknowledged for business success. The pathway towards organisation's optimum performance is

primarily guaranteed from its workforce comprising talent, skills, responsibility, loyalty, attachment and integrity. Employee engagement can be traced with positive organisational outcomes linked with effective rewards and recognition system enhancing employee work performance. Studies reveal that rewards and recognition acts as a potential driver affecting employee engagement levels and has been established as an antecedent of employee engagement. It can be rightly connoted that effective rewards and recognition avenues in organisation poses a positive influence on employee commitment. The essence of recognition system is a complimentary relationship between rewards and recognition and the foundation of prudent reward mechanism paves the way for the organization to deliver appropriate rewards to the right people at the right time and for the right reason. The foundation on which effective rewards recognition strategy stands can be outlined in the given figure 1.

Figure 1: Pillars of Reward Strategy



Rewards and recognition may be financial or non-financial but rewards induce extrinsic motivation among employees while recognition accelerates intrinsic motivation among workforce. Moreover, happy employees are better employees. Effectively managed rewards recognition system creates dedicated employees which in turn contributes towards organizational performance with better services and with outmost loyalty. It is the work place which enhances the standard of quality of work life with severable working condition. It also acts as

a driving force for promoting employee's satisfaction with long-term productivity and achieving workforce satisfaction and commitment. An organisational performance can be rightly evaluated through its growth and profitability which is directly connected with positive employee satisfaction through healthier rewards and recognition at workplace. The given figure 2 illustrate dimensions of effective rewards recognition strategy for employee engagement.



In the present-day competitive world, every employee seeks for security, flexibility, meaningful work and professional growth. The qualitative excellence of an employee should be measured, acknowledged and rewarded for enhancing employee satisfaction as satisfied employee render better services - leading satisfied customer- resulting profitable situation. The crux of rewards and recognition strategy in the today's business houses need to be redesigned, reinvented and realigned for sustainable growth in the coming days.

Training-Development-Communication-Participatory Factors for Employee Engagement

In the present cybernetic business environment, the relevance and impact of training, development and communication has emerged as the key inducer towards employee involvement at work place. Therefore, it is quite imperative to understand the necessity and value of the participatory factors viz. training-development-communication with its elective

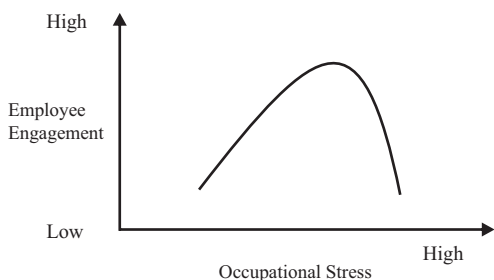
implementation at organizational hierarchy. Employee engagement can be viewed as an appropriate blend of psychological and emotional attributes of an employee focusing on willingness at work with optimum effort, skill and responsibility. In the accomplishment of performance levels, the need for training has been considered as the most accepted methods in improving productivity and performance levels of an organisation. Imparting training to the prospective work-force creates a positive relationship between training and engagement. Moreover, it fosters a meaningful understanding to think that training imparted to employees make them more committed, contented and inspired to work. The mediating role of effective communication is the life-line for organisational performance. The essentiality of communication at the organisational platform seeks to address its employee relations alongwith other stakeholders. It can be indicated that communication works as a potent driver between employer-employee for expressing views, goals and values and in turn establishing a impactful affinity between organisation and employees. In the recent years employee engagement has evolved as one of the popular organisational priorities in the corporate hemisphere reflecting psychological commitment and dedication of employees at work terrain. Millennium business houses should strategize righteous training, right tone of communication and adopt development agendas with appropriate implementations which will elevate engagement level of employees both for individual and organizational progression.

Managing Occupational Stress for Building Employee Competencies: An Outline

Present day growing organisations confronts stressed linked conditions at work place. Stress has taken an inevitable phenomenon in day-to-day organisation activities. Excessive parameters comprising fatigue, anxiety, work pressure, depression and growing competitiveness is the root cause of stress situation. Employees at work place experience occupational stress

which distract and de-motivate them from work resulting in poor organisational performance. An engaged employee is more committed to his goals with a positive state of mind which emotionally connect for better performance. The constrains of stress exerts a negative relationship between an occupational stress and employee engagement which in turn diminishes the emotional and cognitive strength of employee. Occupational stress is the outcome of adverse and noxious aspect of job, leading to disappointment, dissatisfaction, and demotivation among the work force. In the present digitalized era employees need to be harnessed as a wealth for organisation where in there should be a optimistic harmony between organisational commitment and employee engagement. For connecting the relationship between occupational stress and employee engagement it is the inverted U-relationship which is projected in the figure 3.

Figure 3: Relationship between Stress and Employee Engagement



The given figure illustrates that with high work pressure level results to high stress, anxiety and unhappiness and on the contrary, it can be opined that optimum performance is achieved when people experience a moderate level of work pressure. The inverted U-shaped relationship suggest that at low to moderate occupational stress it is positively related to employee engagement and on the contrary negatively related to employee engagement at higher level of occupational stress. It can be rightfully acclaimed that the impact of varying level of occupational stress on employee engagement it

acts as a barometer to understand the right levels of employee engagement in the present stressed entangled working environment worldwide.

Interlinking Digital Transformation and Employee Engagement

The bell-tone of twenty first century organisations rhythms on digitalized platform. In the present complex, hypersensitive business era the core competencies of information-based system is the foundation of all organisational excellence. It is experienced that the impact of digital transformation provides immense inputs, potential and fruitful outcome in understanding the relationship between cybernetic system through strengthening the proponents of employee engagement. Human resource management has gone through a remarkable changeover over the years and has designed roadmap with technology for organisations and the essentiality of employee engagement for achieving sustainable goals. With the technological revolution bringing phenomenal change in the organizational functioning and thereby showcasing emerging technologies viz. social media, mobile technologies, internet of things, cloud technologies, big data analytics and many more in the global business hemisphere. The present business climate is undergoing turbulent conditions and the focus towards enhancement of employee engagement with development of new platforms for emerging employers is the call of the hour. Studies reveal that the advancement of digital age, introduction of artificial intelligence, business automation and application of Internet of things into business spaces is the most unique innovative way of work-place renovation. In spite of growing technological complexities technological implication is bound to inevitable element in the coming era. It may be unanimously agreed that all strategies and polices governing digital transformation need to be focused with the avenues of employee engagement for gaining sustainable objectives linked with employee engagement towards organisation and society at large.

Linking Recruitment-Selection Process Towards Employee Engagement

Engagement predominantly connotes the condition under which people work. It comprises the positive, emotional and intellectual components of an employee connecting with his work. Engaged employees are the most valuable assets for every business houses. At this juncture every organisation seeks to guarantee its potential through right number of people at right time and at right place. Selecting and engaging prospective man power is the prominent strategies that need to be undertaken for an organisational success. The effective approach to recruitment in connection with qualified, skilled and experienced people in turn strengthens organisational effectiveness resulting competent workforce. Selecting the best talent assumes greater relevance and willingness of manpower to work spontaneously. Research reflects that effective HR practices and policies virtually help to develop, control, manage, insight and achieve the commitment of employees for achieving organisational benefits. Appropriate recruitment process through perfect selection of employee is the backbone towards developing a positive connectivity between employee involvement and motivation. It can be explicit opined that an organizational success vests on effective recruitment and selection system paving the way towards fruitful employee engagement.

Research Methodology

The research work is qualitative in nature and based on secondary literature survey. The main

source of conceptualizing the prominent spheres hovers around extensive literature review comprising research papers, articles, journals and related reports. A scale would be designed involving essential considerations of the paper viz. emotional intelligence of employees, reward and recognition of employees, training and development of employees, occupational stress of employees, digital transformation of work force and recruitment and selection of employees. These would be considered as independent variables and the notion of employee engagement and organizational progression as dependent variables. The creation of the scale in this present paper would involve identification of the items within the scale aided with the inputs from literature analysis. The structured scale would be the research instrument with the nomenclature of “ET-RR-TD-OS-DT-RS” Scale towards collection of primary data and feedback for future scope of study; 'ET' denotes emotional intelligence; 'RR' denotes reward and recognition; 'TD' denotes training and development; 'OS' denotes occupational stress; 'DT' denotes digital transformation and 'RS' denotes recruitment and selection.

Findings and Discussion

From the literature explicated in the paper a distinctive effort has been made to identify the items under the broad spheres revealed from the study. The six broad spheres in the areas of emotional intelligence, reward and recognition, training and development, occupational stress, digital transformation and recruitment and selection are outlined as :

| | |
|----------|---|
| Sphere A | Blending Emotional Intelligence with Employee Engagement |
| Sphere B | Introducing Recognition Avenues for Employee Engagement |
| Sphere C | Promoting Participatory Elements for Employee Engagement |
| Sphere D | Monitoring Occupational Stress for Employee Engagement |
| Sphere E | Promoting Digital Transformation for Employee Engagement |
| Sphere F | Reorienting Recruitment procedure for Employee Engagement |

Each of the above spheres has been independently considered to arrive at handful of items for the scale. The items have been generated from a detailed literature study which has been a significant part of the paper.

Findings II

Table 2 : Identifying Items

| Sphere | Item No. | Description of the Item |
|----------|----------|---|
| Sphere A | A.1 | Human Ability with emotional quotient |
| | A.2 | Self -awareness & Self -management: Catalytic agent |
| | A.3 | Transformative vibes: Thinking -Learning -Living |
| | A.4 | Emotional Intelligence & Emotional competencies |
| Sphere B | B.1 | Effective reward: Potential driver |
| | B.2 | Inducement of Motivation with satisfaction |
| | B.3 | Enhancing output standards |
| | B.4 | Evaluating work -performance |
| Sphere C | C.1 | Key driver for employee involvement |
| | C.2 | Blending psychological and skills |
| | C.3 | Upgrading productivity |
| | C.4 | Enhances individual and organizational development |
| Sphere D | D.1 | Addresses emotional issues |
| | D.2 | Harmonizes commitment and cognitive strength |
| | D.3 | Relationship between work -pressure and performance |
| | D.4 | Focusing interpersonal demands |
| Sphere E | E.1 | Core of organizational excellence |
| | E.2 | Digitalized makeover strengthens organizational goals |
| | E.3 | Digitalized makeover strengthens organizational goals |
| | E.4 | Creating opportunities with sustainability |
| Sphere F | F.1 | Effective tool for supportable engagement |
| | F.2 | Guarantees prospective work -force |
| | F.3 | Guarantees prospective work -force |
| | F.4 | Backbone for organizational success |

subsequently though further research study towards creation of the scale.

Implications of the Study

The life-line behind any organizational escalation rests on human resource- the driving strength for twenty-first century business houses. Out of the varied available resources for organizational progression it is the essence of

Thus, the above items have been proposed through this paper as the focal means within each of the six independent spheres within this proposed scale. The items and the spheres are to be tested for statistical reliability and validity

human attributes and the level of commitment and involvement of an employee that matters most. Human potentials has emerged as most crucial, sensitive and vital element in determining the sustainability of an organisation. The

notion of employee engagement is meaningful and relevant in the pandemic-centric business hemisphere as it is the commitment at work that directs an individual employee's cognitive, emotional and behavioural state towards accomplishment of organizational objectives. The paper makes a modest attempt to formulate the 'ERTSDR' scale with its sphere and items within. It can be unanimously agreed that present digitalized organisations should redesign agenda in providing rooms for effective HRM-employee engagement relationship programs and believe it can motivate them for superior performance.

BIBLIOGRAPHY

- Aktar, A. and Pangil, F. 2018. "Mediating role of organizational commitment in the relationship between human resource management practices and employee engagement: Does black box stage exist?" *International Journal of Sociology and Social Policy* 38(7/8): 606-636.
- Athar, R., & Shah F. M. (2015). Impact of Training on Employee Performance (Banking Sector Karachi). *IOSR Journal of Business and Management*, 17(11), 58-67. <https://dx.doi.org/10.9790/487X-171115867>
- Cherniss, C., & Goleman, D. (2001), *The Emotionally Intelligent Workplace: How to Select for, Measure, and Improve Emotional Intelligence in Individuals, Groups, and Organizations*. San Francisco: Jossey Bass.
- Hicks, T. and McSherry, C. (2006), *A guide to managing workplace stress*. [Online] Universal Publishers
- Madhani, P. M. 2019. "Rewards strategy: A key driver of service-profit chain." *Compensation & Benefits Review*, 51(4): 162-172.
- Markos, S. & Sridevi, S. (2010), *Employee Engagement: The Key to Improving Performance*. *International Journal of Business and Management*. 5, 12.
- Mishra, A., Boynton, L., & Mishra, K. (2014) *Driving Employee Engagement: The Expanded Role of Internal Communication*. *International Journal of Business Communication*, 51(2), 183–202.
- Moura, D., Ramos, A. O., and Goncalvs, G. (2014), "Role stress and work engagement as antecedents of job satisfaction: results from Portugal", *Europe's Journal of psychology*. [Online] Vol. 10 No. 2, pp.291-300.
- Mayer, J.D. & Salovey, P. (1993), *The Intelligence of Emotional Intelligence*. 17, 433-442
- Ongori, H. and Agolla, J. H. (2008), "Occupational Stress in Organizations and Its Effects on Organizational Performance", *Journal of Management Research*. [Online] Vol. 8 No. 3, pp.123-135.
- Paradise, A. (2008). *Influences engagement, ASTD*. *Training and Development*, 62(1). 54-59.
- Vance, R.J. 2006, *Employee Engagement and Commitment: A Guide to Understanding, Measuring, and Increasing Engagement in Your Organization; Effective Practice Guidelines*. Society for Human Resource Management, Alexandria, VA
- Stairs, M. (2005), *Work Happy: Developing Employee Engagement to Deliver Competitive Advantage*. *Selection and Development Review*. 21, 5.
- Sharlyn Lauby(2018) *Brace for Changing Times: Digital Transformation Opens a Window for the Future of Employee Engagement*



Study on Factors Affecting Employee Productivity in a Hybrid workplace

Dr. Prajakta Barve

Assistant Professor,
Prin. L.N. Welingkar Institute of
Management Development and Research, Mumbai

Ms. Akshaya Sawant

PGDM-HR
IES MCRC, Mumbai

ABSTRACT

Hybrid work culture is the gift to mankind; Covid-19 pandemic is responsible for the beginning of new era for many businesses. Zoom, Microsoft Teams, Web ex are the new entries in effective and prevalent business practices.

While we are regaining normalcy, the hybrid work place model developed in the Covid times is here to stay. From compulsory work from home to work from office, this hybrid workplace model is likely to remain permanently in today's business world. But to maximize productivity in times of uncertainty is the most pressing concerns of today's business world. It's very important to look at the impact of hybrid work on productivity. It is also important to understand how employee initiative can help organizations allowing hybrid work to increase the productivity of the workforce.

The study is an attempt to understand different factors affecting employee productivity in hybrid setup. It's is an attempt to explore different ways to leverage employee productivity in a hybrid workplace. Hence the focus is on the factors that affect the employee productivity in a hybrid workplace.

KEYWORDS:

hybrid work place, work from home, Covid-19, employee productivit

1. INTRODUCTION

After the onset of the COVID-19, many organizations had no choice but to get to use

to work remotely. The sudden increase in the number of remote and hybrid work has left many in thinking with how this change have affected on the productivity of those organizations and the workers. Both superiors and subordinates alike have started to realize that hybrid work environments are here to stay. Microsoft team video calls are the norm, and many have adjusted to working from home, while others are starting to return to the office. The most pressing concerns facing businesses today is- How to maximize the productivity of employees? In discovering this answer, we can look at the impact of hybrid work on productivity and how different employee initiatives can help organizations that allow hybrid work to increase the productivity of the workforce.

2. LITERATURE REVIEW

● **The Future of Work: From Remote to Hybrid- Capegemini Research Institute (December 2020)**

This research was conducted to unfold the transformation from remote to hybrid workspace. They conducted a survey over 500 enterprises and 5,000 employees from around the world and conducted in-depth discussions with various senior level management. The report contains certain important questions such as: - 1. What do employees and companies think and view the use of remote operating models? 2. What benefits should organizations expect from these models? According to the executives, 3/4th of business

enterprises expect 30% or more of their workers to be work remotely, and more than 3/4th expect more than 70% of workers to work remotely.

- **The Future of Work: Productive Anywhere- By Accenture (May 2021)**

They conducted a survey during March 2021 of 9,326 workers worldwide. With the help of statistical analysis, they studied what resources were needed to make people feel healthy and productive in onsite as well as remote. Sixty-Three percent of successful organizations have already applied the model of productivity anywhere concept. It was found that those who had a hybrid model during Covid-19 had better mental health, stronger work relationships and had a better feeling of working for their organizations. They also experience less fatigue compared to people who work far away.

- **The Next Great Disruption Is Hybrid Work – Are We Ready? - By Microsoft (March 22, 2021)**

The research paper addresses employee productivity in hybrid settings and highlights toxic productivity. It explains how high productivity hides the problems with respect to the employees who face burnout and how to Create a flexible system, investing in space and technology to keep in line the digital and physical world, combating digital fatigue from the top, prioritizing social and cultural, rethinking work experience to compete for the best & the most diverse talent.

3. Objectives & Hypothesis of The Study

3.1 Objectives

- To study different factors affecting employee productivity in a hybrid setup.
- To explore different ways to leverage employee productivity in a hybrid workspace.

3.2 Hypothesis

1. Hypothesis 1:

- H0: Duration of people working in Current Organization and Shift in productivity from previous Organization to current are independent.
- H1: Duration of people working in Current Organization and Shift in productivity from previous Organization to current are dependent.

2. Hypothesis 2:

- H0: Age of employees and duration of work in a remote setup are independent variables.
- H1: Age of employees and duration of work in a remote setup are dependant variables

3. Hypothesis 3:

- H0: There is no significant difference between productivity and preference of work
- H1: There is a significant difference between productivity and preference of work

4. Research Methodology

4.1 Type of research: This research is a Basic Business Research. Basic research is curiosity driven. This research is based on a desire to expand knowledge. How can managers increase the productivity of employees in the hybrid workspace and dedicate themselves toward the organization's goals? In this study, we can learn the most important factors that can affect employee-productivity and how we can create a situation where employees are more productive. This research does not examine the problem from one single organization perspective. However, various companies from diverse industries may become aware of such research and apply it by examining questions about their own employees.

4.2 Research Design: In this research report, the methodology of this project was broadly descriptive and exploratory in nature. The nature of Data is Quantitative (Descriptive) in Nature and the source of data is Primary which was gathered in the form of Questionnaires & it sent across with the help of Google Forms. 2 Google Forms were made. One was to survey employees and understand the factors affecting their productivity & the other one was to understand how organizations are working towards employee productivity.

4.3 Population and Sample: The Population for the 'Employee Forms on Factors affecting Productivity" was 100-120 and the sample size was 66 respondents & the Population for the 'HR Forms on Factors affecting productivity' was around 35-40 and the sample size was 11 respondents. The sampling process was simple random sampling.

5. Scope & Limitations

5.1 Scope : The scope of the study defines the content that can be covered by research to reach a logical conclusion. The scope of this research topic is quite large as it studies the different challenges faced by Employees with respect to productivity in a Hybrid Setup. Studying the concerns of employees which make them less productive in remote/onsite model. Also understanding what are the Factors due to which employees feel productive in a particular work setup. Also covering the don'ts where emphasis would be on toxic productivity and how it can hamper the workforce.

A Detailed comprehensive research on the topic has covered how employees face different challenges with respect to productivity and organizations can create certain strategies and implement different techniques and manage the

productivity in a Hybrid Setup.

5.2 Limitations : Factors associated with productivity can differ from person depending upon the job title, industry, workspace environment or other factors.

6. Analysis

The project is divided with respect to 2 parts

6.1 Factors affecting Employee Productivity

6.2 Factors affecting Employee productivity with the perspective of management

6.1 Factors affecting Employee Productivity:

A survey was conducted of about 66 respondents which comprised of 37 Males & 29 Females. These respondents belonged to different industries/ sectors ranging from Information Technology, E-commerce, Fintech, Digital Marketing, Consultancy, Consumer Electronics, FMCG, Banking & Financial & Real Estate. IT sector was highest which comprised of 34.8 %, then followed by E-Commerce, Fintech & Digital Marketing.

The Age Category ranged from 18-24 years, 25-34 years, 35-44 years, 45-54 years, 55+ years. The majority workforce was from 35- 44 years old and then followed by 25-34 years old.

Gender (66 Response)

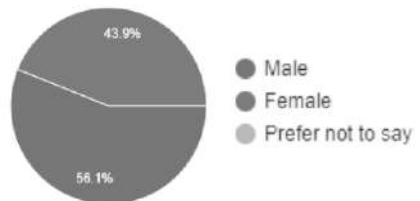


Figure 1: Gender

Industry/Sector you belong to (66 Responses)



Figure 2: Industry/Sector

Age (66 Responses)

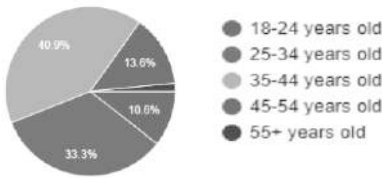


Figure 3: Age

It is important to understand the job movement after the Covid Pandemic started and whether the organisations were having an hybrid style of working or working from home. It is observed that the majority count for 40.9% which are from the duration of 1-2 years, followed by 27.3% in the category of 0-1 years. Which implies that majority of people have left or joined their current organization after the Covid Pandemic started. Then followed by 2-5 years, and 5-10 years with 22.73% & 9.1%.

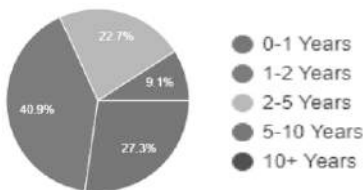


Figure 4: Duration people working with current organization

The objective here was to understand how many people experienced a drop, rise, or no significant change in productivity after the pandemic

started. 56.1% said that they are more productive in their current organization as compared to the previous one. 27.3% said that there has been no significant change in terms of productivity and 16.7% said no which means they are not productive in their current organization.

Duration of Current Organization Vs Shift in productivity from previous Organization- Analysis (Chi-square Test)

To study whether there is a relation between the person working post covid after the remote setup Vs shift in productivity seen from previous organization to current organization. With the help of Chi-square test I will develop a Hypothesis.



Figure 5: Duration of Current Organization Vs Shift in productivity from previous Organization- Analysis

Decision Critical Approach:

H0: Duration of people working in Current Organization and Shift in productivity from previous Organization to current are independent.

H1: Duration of people working in Current Organization and Shift in productivity from previous Organization to current are dependent.

| Observed | 6-8 hours | 8-10 hours | 10-12 hours | More than 12 hours | Total |
|--------------|-----------|------------|-------------|--------------------|-----------|
| 18-24 Years | 0 | 6 | 1 | 0 | 7 |
| 25-34 Years | 0 | 15 | 7 | 0 | 22 |
| 35-44 Years | 0 | 13 | 13 | 1 | 27 |
| 45-54 Years | 2 | 2 | 5 | 0 | 9 |
| 55+ Years | 0 | 1 | 0 | 0 | 1 |
| Total | 2 | 37 | 26 | 1 | 66 |

Table 4: Observed Frequency- 2

| Expected | 6-8 hours | 8-10 hours | 10-12 hours | More than 12 hours | Total |
|--------------|-------------|------------|-------------|--------------------|-----------|
| 18-24 Years | 0.21 | 3.92 | 2.76 | 0.11 | 7 |
| 25-34 Years | 0.67 | 12.33 | 8.67 | 0.33 | 22 |
| 35-44 Years | 0.82 | 15.14 | 10.64 | 0.41 | 27 |
| 45-54 Years | 0.27 | 5.05 | 3.55 | 0.14 | 9 |
| 55+ Years | 0.03 | 0.56 | 0.39 | 0.02 | 1 |
| Total | 2.00 | 37 | 26 | 1 | 66 |

Table 5: Expected Frequency- 2

| Chi-Squqre | 6-8 hours | 8-10 hours | 10-12 hours | More than 12 hours | Total |
|--------------|--------------|-------------|-------------|--------------------|--------------|
| 18-24 Years | 0.21 | 1.10 | 1.12 | 0.11 | 2.54 |
| 25-34 Years | 0.67 | 0.58 | 0.32 | 0.33 | 1.90 |
| 35-44 Years | 0.82 | 0.30 | 0.53 | 0.85 | 2.50 |
| 45-54 Years | 10.94 | 1.84 | 0.63 | 0.14 | 13.51 |
| 55+ Years | 0.03 | 0.34 | 0.39 | 0.02 | 0.78 |
| Total | 12.67 | 4.16 | 2.56 | 1.44 | 21.23 |

Table 6: Chi-square - 2

| | | | |
|-----|----|---------|----------|
| R-1 | 4 | CV | 21.02607 |
| C-1 | 3 | P-Value | 0.047 |
| DF | 12 | | |

| | | | |
|---------|----------------|-------------|--|
| P | 0.047 | | |
| Alpha | 0.05 | | |
| P<alpha | Reject | 0.47 < 0.05 | |
| P<alpha | Fail to Reject | | |

Null Hypothesis is rejected, which means that age of employees and no. of hours an employee worked in a remote setup are dependant variables.

I. Availability after working hours

The objective here was basically to understand that how many people from the sample size witnessed more number of working hours apart from their ideal working time.

58 people said that they were told to be available even after their ideal working hours. While the studying the factors of the analysis, it was found that 58 people consisted of the ones who opted for the options of burnout and more hours of working.

Also by Industry wise comparison it was seen that out of 21, 18 comprised from

IT, from 12 respondents of Fintech 11, all the respondents of digital marketing and 9 out of 14 from Fintech, were told to be available more than their regular working hours. Which draws us to analysis that these sectors experience a high demand to work even after working hours.

ii. Factors while working in a remote setup

The objective here is to basically understand what are the other negative factors which would affect an employee's productivity. Out of the factors like unrealistic deadlines, frequent updates on daily basis, monitoring of your work, unusual timings of the calls/meetings, too many meetings than actual work, no independent decision making, extra task delegated, technological Barriers-Setting Unrealistic deadlines was witnessed by 93.9% of respondents, followed by frequent updates or daily reports on a regular basis & Monitoring of your work which was witnessed by 84.8% of respondents.

iii Personal factors affect you most while working in a remote work space (Rate in the scale of 1 to 5, 1-highest & 5-lowest)

The Objective here was to understand what are the personal factors which restrict an employee from working in a remote space. 4 key personal factors were considered, which were physical health being worse, mental health being worse, home distraction, social isolation. Out of the all factors, Mental Health was being given rank 1. Rank 1 signifies that the person feels mental health is worse of all. Also apart from Mental health, employees also felt socially isolated in remote setup. The Employees who selected Mental Health being worse to the 1st Rank- 43 out of 62

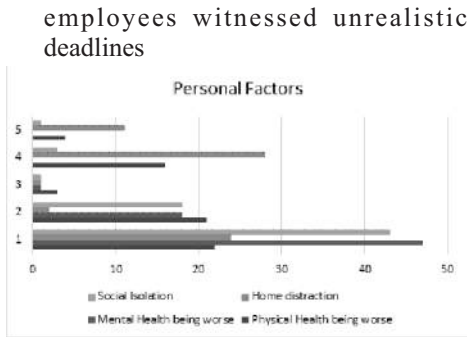


Figure 6: Personal Factors affecting Productivity

iv. Preference for work for a new joinee

The basic objective here was to understand; which model of work would be preferred in employees were to join a new company. 52% of people voted for Hybrid, followed by 39% for Remote and 9% for On-site model. The 26 people in the remote setup consisted from IT sector, Consultancy and Remote sector.

v. Whether hybrid work model was a motivating factor

The Objective here is to basically understand will the employees feel motivated if their company has a hybrid work model.

81.8 % responded in favour of Yes that they would be motivated in a Hybrid Work Space Model. With 18.2% responding to a No, that they won't be motivated in a Hybrid Work Space Model. When an analysis was done for the people who were not motivated to work in a Hybrid Setup, it was found that out of the lot of 12 people, 7 employees had chosen the answer that their preference would be remote. These employees are rigid with respect to their preference of work. When studied that what are the positive factors due to which they were motivated to work in a remote setup it was found that, they experienced Flexibility in working,

Better work environment, got opportunity for upgrading my skills, performance was also improved. And these people majorly constituted from IT and Consultancy Sector.

vi. Change in productivity in remote setup as compared to onsite

The objective here was basically to understand that, did employees through their own self-analysis saw a significant change in productivity after the remote change in productivity after the remote Setup. 24.2% said that their productivity has been increased after the Remote Setup. 24.2% said that their productivity has been decreased while 12.1% respondents felt that there has been no significant change in terms of their productivity. When an analysis was done it was found that 21 out of the 42 people who reported increase in productivity, also were the ones who preferred remote style of working as a preference.

Decision Critical Approach

H0: There is no significant difference between productivity and preference of work

H1: There is a significant difference between productivity and preference of work

| Observed | Increased | Decreased | No Change | Total |
|--------------|-----------|-----------|-----------|-----------|
| Remote | 21 | 2 | 3 | 26 |
| Onsite | 1 | 3 | 2 | 6 |
| Hybrid | 20 | 11 | 3 | 34 |
| Total | 42 | 16 | 8 | 66 |

Table 7: Observed-3

| Expected | Increased | Decreased | No Change | Total |
|--------------|-----------|-----------|-----------|-----------|
| Remote | 16.55 | 6.30 | 3.15 | 26 |
| Onsite | 3.82 | 1.45 | 0.73 | 6 |
| Hybrid | 21.64 | 8.24 | 4.12 | 34 |
| Total | 42 | 16 | 8 | 66 |

Table 8: Expected-3

| Chi-Square | Increased | Decreased | No Change | Total |
|--------------|--------------|--------------|--------------|---------------|
| Remote | 1.20 | 2.94 | 0.01 | 4.144 |
| Onsite | 2.08 | 1.64 | 2.23 | 5.949 |
| Hybrid | 0.12 | 0.92 | 0.31 | 1.351 |
| Total | 3.403 | 5.502 | 2.539 | 11.445 |

Table 9: Chi Square-3

| | | | |
|-----|---|---------|----------|
| R-1 | 2 | CV | 9.487729 |
| C-1 | 2 | P-Value | 0.022 |
| DF | 4 | | |

| | | | |
|---------|----------------|--------------|--|
| P | 0.022 | | |
| Alpha | 0.05 | | |
| P<alpha | Reject | 0.022 < 0.05 | |
| P<alpha | Fail to Reject | | |

As the p value is less than alpha null hypothesis is rejected, there is an association between the two cross tabulated variables and hence we can say that the two variables are statistically dependent.

vii Concerns a new joiner working remotely

98.5% said that they do not feel and enabled to work in a remote environment remote and were not sure about the expectations from them & their new position. 80.3% said that they felt confused and lost during the initial days due to limited support from their organization. 65.2% were concerned about their performance would be assessed in a remote setup. 62.1% said that their learning at the organization would be slow. Also half of the respondents felt that integration in the company and not making them aware of organization line values and beliefs would bother them in the first place.

6.2 Factors affecting Employee Productivity with the perspective of Organization

To understand how organizations are

dealing with employee productivity in a hybrid/remote/onsite setup, a survey form was circulated to HR professionals. The sectors to which these HR professionals belong were IT, E-commerce, Consultancy and Digital Marketing.

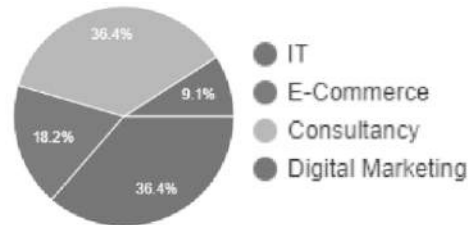


Figure 7: Industry/ Sector- 2

viii Managing work from home employees

The objective here is to understand how are organizations monitoring the employee. The entire sample size responded that managerial supervision & Reports was the common way of monitoring the employee work. Also 90.9% responded to self-reporting on the part of the employee and 81.8% responded to tracking employee activity and department working together while videoconferencing.

ix. Providing furniture or any other essential resources like laptop, Wi-Fi services etc. can help to boost productivity

The objective here was basically to understand that apart from the intangible factors covered in the survey, do tangible factors like furniture, Wi-Fi services etc. and essential resources also matter when it comes to productivity of employees. 90.9% of the HR Managers think that tangible factors also play an important role when it comes to productivity of employees.

x. Initiatives by company to boost employee productivity

This was an open ended question which was posed to understand what are the possible initiatives taken by the companies to boost

the productivity of employees. Following were the answers which I received for the same.

- Open house conducted to discuss various issues and how the organization is currently working.
- Rewards and recognition conducted in an online presence.

xi. Hiring for Hybrid setup

It was found that 36.4% of HR's think definitely, 54.5% think very probably and 9.1% say possibly. The positive response by the organization makes us conclude that with respect to setting high standards of productivity, organizations are comfortable with a hybrid approach and use it to manage employee productivity for their benefit.

CONCLUSION

The study identified different factors affecting employee productivity in hybrid work setup and challenges associated with it. The study also focused on different ways to leverage employee productivity in a hybrid workspace. The study attempted to discuss how flexible work patterns can lead to best for the company for letting employees decide about their preference on where they want to work. Also, employee burnout can be focused on by providing employee wellness activities and understand what the cause of the stress.

REFERENCES

- Accenture. (2021, May). The Future of Work Productive Anywhere. https://www.accenture.com/_acnmedia/PDF-155/Accenture-Future-Of-Work-Global-Report.pdf
- Business Wire (A Berkshire Hathaway Company). (2020, December 17). Productivity of Remote Workforce Remains Strong During Pandemic. Business Wire. <https://www.businesswire.com/news/home/20201217005250/en/Prodoscore-Research-Productivity-of-Remote-Workforce-Remains-Strong-During-Pandemic>
- Capgemini Research Centre. (2021, December 21). The Future of Work From Remote to Hybrid. Capgemini Research Institute. <https://www.capgemini.com/in-en/research/the-future-of-work/>
- Dave Nevogot, C. M. O. (2021, January 26). How to Increase Employee Productivity: The Only Guide You'll Ever Need. Hubstaff Blog. <https://blog.hubstaff.com/employee-productivity/>
- Michael Gibbs, Friederike Mengel, And Christoph Siemroth. (2021, July). Work from Home & Productivity: Evidence from Personnel & Analytics Data on ITProfessionals. University of Uchicago. https://bfi.uchicago.edu/wp-content/uploads/2021/05/BFI_WP_2021-56.pdf
- Qualee. (2021, December 1). 6 Factors Affecting Productivity & Engagement In The Workplace. <https://www.qualee.com/blog/6-factors-affecting-workplace-productivity-engagement>
- Roy Maurer. (2020, September 16). Study Finds Productivity Not Deterred by Shift to Remote Work. SHRM. <https://www.shrm.org/hr-today/news/hr-news/pages/study-productivity-shift-remote-work-covid-coronavirus.aspx>



Factors Influencing Employee Engagement In Manipal Group Of Companies

Dr. Swathi. S

Assistant professor

Yuvaraja College, University of Mysore, Mysuru

ABSTRACT

In this paper the concept of employee engagement is discussed. It majorly focuses on factors influencing employee engagement. The paper is based on primary and secondary data. The 150 convenient samples are used in this paper. The employees belonging to the age group of 21 to 55 years were chosen. The SPSS software was used to analyze the data. The results indicate factors influencing employee engagement are compensation, training and development, Work life balance, decision making, Communication, Work resources and Team lead.

Key words: Employee engagement, compensation, Team lead, decision making and work life balance Employee engagement can be crucial to a company's success. Engagement among employees can only be established and sustained via effective communication. Employees who are engaged are more likely to be productive and perform better. They frequently exhibit a stronger dedication to a company's ideals and objectives.

Companies can promote employee engagement in a variety of ways, such as by setting clear standards, rewarding exceptional work, informing staff about the company's performance, and giving frequent feedback. Additional tactics include making an attempt to give workers a sense of worth and respect, as well as a sense that their opinions are being heard and understood.

Employees that are engaged in their job feel that

it has meaning, that their managers support them, and that they are appreciated.

Employees who are emotionally invested in their work and employees will be motivated to contribute to the objectives of their company. Although businesses may define employee engagement based on their own requirements, the fundamental traits of an engaged employee are aware of their responsibilities and what their employment entails. They are industrious and devoted to their job. They have a desire to contribute to the success of their company and are aware of what that means (and how to work towards it). They are driven to do well because they feel both an emotional and rational connection to their organisation.

To know about the factors influencing employee engagement Manipal Organization was chosen. The Manipal Organization of Innovation is a constituent designing school. Manipal Foundation of Advanced education in Manipal, Karnataka, India.

The foundation contains 17 scholastic divisions and under graduate and post graduate degrees. Laid out in 1957, it is quite possibly the earliest self-funded school in India. The Manipal Foundation of Advanced education grounds is spread north of 313 sections of land of what once used to be a forlorn level of hard, laterite rock in south Karnataka's Udupi region.

LITERARURE REVIEW:

Dr. Smita A. Kalokar et.al (2022), the paper is

based on secondary data. It is a review paper. After reviewing the papers the author has mentioned the factors influencing the employee engagement are Career development, Leadership, Effective Management of talent, Clarity of Company Values, Policies and Practices, Equal opportunity and fair treatment, Communication, Quality of working relationships with peers, superiors & subordinates, Performance appraisal, Pay and benefits, Health and safety, Job satisfaction, Family friendliness and Co-operations.

Bhadrapa Haralayya(2022), the author had taken The Karajan private limited company in Bidar district of Karnataka .The paper is based on primary data the results reveals that the workers in the organization were happy with the organization policies. The employees are satisfied with the wage and salary in the organization. The Karajan private limited have the great employee engagement system one of the representative are exceptionally cheerful to work in this organization, it keeps great communication between its colleagues, administration and also between the superior and its subordinators. The organization factory have the wide space of land so it providing the many facilities like restrooms, parking facilities, greater office and canteen facilities at lower price.

Saks, A. M. (2022, in this paper the author has tested the positive association between employee engagement and Caring human resources management. The paper is based on primary data. The model indicates that a system of caring HRM practices (job design, training and development, flexible work arrangements, work-life balance, participation in decision making, health and safety, career development, and health and wellness programs) will lead to positive employee engagement.

PROBLEM STATEMENT

Every individual is unique. The way they work,

what motivates them may not motivate other person. It becomes very essential that to know what are the factors that keep employee engaged in company.

OBJECTIVE OF STUDY

To identify the factors influencing employee engagement

RESEARCH METHODOLOGY

Descriptive method has been used in this paper.

SCOPE OF THE STUDY

The scope of the study is confined to the Manipal Group of company located in Bengaluru only.

SOURCE OF DATA

Data was collected from both primary and secondary sources. Primary data was collected through structured questionnaire methods. The secondary data was extracted from different publishers and websites.

SAMPLE DESIGN AND SIZE.

Non Probability sampling technique was used in this paper.150 convenient random sampling has been used.

Statistical Tools used: Reliability test and factor analysis was used to analysis the data

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .865 | 35 |

Above table 1 shows the value of Cronbach's Alpha reliability test for the questionnaire employee engagement comprising 35 statements. The alpha co-efficient for the four items is 0.865, suggesting that the items have relatively high internal consistency. Table: 2

| Table: 2 Total Variance Explained | | | | | | |
|--|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 17.875 | 51.071 | 51.071 | 17.875 | 51.071 | 51.071 |
| 2 | 4.094 | 11.698 | 62.769 | 4.094 | 11.698 | 62.769 |
| 3 | 2.901 | 8.289 | 71.058 | 2.901 | 8.289 | 71.058 |
| 4 | 2.550 | 7.285 | 78.344 | 2.550 | 7.285 | 78.344 |
| 5 | 1.535 | 4.384 | 82.728 | 1.535 | 4.384 | 82.728 |
| 6 | 1.230 | 3.515 | 86.243 | 1.230 | 3.515 | 86.243 |
| 7 | 1.136 | 3.246 | 89.490 | 1.136 | 3.246 | 89.490 |
| 8 | .876 | 2.501 | 91.991 | | | |
| 9 | .786 | 2.247 | 94.238 | | | |
| 10 | .728 | 2.081 | 96.319 | | | |
| 11 | .448 | 1.281 | 97.600 | | | |
| 12 | .311 | .890 | 98.490 | | | |
| 13 | .237 | .676 | 99.166 | | | |
| 14 | .129 | .368 | 99.533 | | | |
| 15 | .108 | .309 | 99.842 | | | |
| 16 | .055 | .158 | 100.000 | | | |
| 17 | 2.230E-15 | 6.371E-15 | 100.000 | | | |
| 18 | 9.981E-16 | 2.852E-15 | 100.000 | | | |
| 19 | 8.714E-16 | 2.490E-15 | 100.000 | | | |
| 20 | 5.435E-16 | 1.553E-15 | 100.000 | | | |
| 21 | 4.934E-16 | 1.410E-15 | 100.000 | | | |
| 22 | 4.372E-16 | 1.249E-15 | 100.000 | | | |
| 23 | 1.125E-16 | 3.215E-16 | 100.000 | | | |
| 24 | 1.484E-17 | 4.241E-17 | 100.000 | | | |
| 25 | 1.955E-32 | 5.587E-32 | 100.000 | | | |
| 26 | -7.533E-17 | -2.152E-16 | 100.000 | | | |
| 27 | -1.893E-16 | -5.409E-16 | 100.000 | | | |
| 28 | -2.649E-16 | -7.569E-16 | 100.000 | | | |
| 29 | -2.957E-16 | -8.449E-16 | 100.000 | | | |
| 30 | -6.704E-16 | -1.915E-15 | 100.000 | | | |
| 31 | -8.785E-16 | -2.510E-15 | 100.000 | | | |
| 32 | -1.011E-15 | -2.890E-15 | 100.000 | | | |
| 33 | -1.059E-15 | -3.027E-15 | 100.000 | | | |
| 34 | -1.380E-15 | -3.943E-15 | 100.000 | | | |
| 35 | -1.492E-15 | -4.264E-15 | 100.000 | | | |
| Extraction Method: Principal Component Analysis. | | | | | | |

The above Table 2 shows Factors influencing the employee engagement. Thirty five items influencing employee engagement were chosen for the study. Among thirty five. Seven most influencing factors are group and named below which explain 87% of factors influencing employee engagement.

- Compensation
- Training and development
- Work life Balance
- Decision making
- Communication
- Work resources
- Team lead

FINDINGS AND SUGGESTION

Employees work for the compensation. The compensation is the need, want and desire of any employee. The employee have many types of needs, wants and desires to full fill that money is required. For employees requirements. employees do many type of work to earn the money. If the compensation is paid timely employee feel more motivated and interested to work.

Training and development is a path way to employee to know how to work. The employees join the organization with some skills. But to perform the job employee needs many skills. It becomes essential that employee learn new skill time to time without learning new skills and knowledge employee cannot survive in the job. So Training and development is part of every organization.

Every employee faces many challenges every day. Personally and professionally the personal life has impact on professional life visa versa. The Balancing become very challenging the Work life Balance challenges are faced by both masculine and feminine. It Work life Balance is positive it impact on employee engagement. If it is negative it will lead to disengagement.

Decision making is very difficult and important. When employee is given employment, job they are asked to do many tasks, roles duties and

responsibility. When they want to execute the task if employee are not given decision making power the employee are not able to work more efficiently. If they have the decision making power in exciting task it will lead to employee engagement.

Communication is a part of any relationship. Without any communication employee employer interpersonal relationship cannot work. If the communication is good with coworker, colleague, peer group it helps them to have better employee engagement.

Work resources are found in very organization. Only the employee who knows to utilize the resources will have a good job performance. The engaged employee know the optimum utilization of the work resources. So that what makes employees keep going in work smoothly.

Team lead is the head of the team based on his direction all the employee in the organization need to work. It is found that employee loves the organization but they hate the team leader. most of the time. the inter personal relation need to be good and more respecting so that employee are able to work, cooperate and coordinate with each other .If the team lead relation is spoiled the employee leave the organization only to get rid of the team leader. So we can clearly understand that if the relationship with team leader is good with employee. the employee engagement happen in the organization.

CONCLUSION

We see that employee work for different needs, wants and desires what is expected by one employee many not be expected by another employee. The employee joins organization for many reasons. The employee needs, expectation, motivation, Dreams, ambition, goals need to be properly connected with organization. So the organization need to take up the initiatives like employee engagement activities on weekly basis, employee engagement programs, employee engagement surveys which helps the organization to identify the factors which influence employee engagement. If the company has more engaged employee the productivity and profitability will be higher. So we can say the employee engagement activities, employee engagement programs, employee engagement surveys is a must for every organization.

REFERENCE:

- 1 Swathi, S. (2013). Effecting employee engagement factors. *International journal of scientific and research publications*, 3(8), 1-3.
- 2 Smita a. Kalokar and amit sahu 2022, employee engagement: a review paper, *international journal of creative research thoughts (ijcrt)*, 2022 ijcrt | volume 10, issue 2 february 2022 | issn: 2320-2882
- 3 Haralayya, b. (2022). Employee engagement at kharanja industry pvt ltd humanbad. *Iconic research and engineering journals*, 5(9), 160-170.
- 4 Saks, a. M. (2022). Caring human resources management and employee engagement. *Human resource management review*, 32(3), 100835.
- 5 Swathi, S. (2022). Factors Influencing Employee Engagement in PWD Department of Mysuru.
- 6 Swathi, S. (2014). Employee engagement types. *International Journal of Managment, IT and Engineering*, 4(3), 207-217.
- 7 Swathi, S. (2013). Impact of leadership on employee engagement. *International Journal of Marketing, Financial Services & Management Research*, 2(5), 151-157.
- 8 Swathi, S. (2012, December). A study on employee engagement activities at Mysore IT industries. In *International Conference on Managing Human Resources at the Workplace*.
- 9 Swathi, S. (2012, December). A study on employee engagement activities at Mysore IT industries. In *International Conference on Managing Human Resources at the Workplace*.
- 10 Swathi, S. (2014). Employee engagement and attrition. *The International Journal of Business & Management*, 2(5), 183.
- 11 Swathi, S. (2013). A study on employee disengagement. *EXCEL International Journal of Multidisciplinary Management Studies*, 3(10), 130-138.
- 12 Swathi, S. (2021). Factors influencing employee engagement in Mysore paints and varnish limited. *International Journal of Trend in Scientific Research and Development (IJTSRD)*, 5(6), 329-333.
- 13 Swathi, S. (2020). Employee engagement during covid-19 lockdown time. *Yashomanthan*, 7(2), 220-223.
- 14 Sheriff, A. M., Swathi, S., & Nagesh, P. (2015). An empirical study on the factors influencing employee engagement. *International Journal in Management and Social Science*, 3(4), 165-176.
- 15 https://en.wikipedia.org/wiki/Manipal_Institute_of_Technology#:~:text=Established%20in%201957%2C%20it%20is,self%2Dfinanced%20colleges%20in%20India.
- 16 <https://www.investopedia.com/terms/e/employee-engagement.asp>



Impact of Hybrid Workplace Model on Employee Engagement in MNCs at Hyderabad

Dr Venu Priya Pothuri

Associate Professor
AMS School of Informatics,
OU Road, Hyderabad.

Ms. Swathi Jampala,

Assistant Professor
AMS School of Informatics,
OU Road, Hyderabad.

Abstract

As a result of the Covid-19 pandemic, a sudden change in work routine disrupted historic patterns and created a phenomenon in which people were forced to work remotely for an extended period. Even after the restrictions were lifted following the pandemic, business as usual in the workplace was hampered because employees did not want to return to their 9-5 jobs. As a result, employers are being forced to reconsider their traditional approach to where and when work can be done. With both employees and employers agreeing on the importance of redefining how work is best workplace solutions Following the Covid-19 pandemic, a hybrid approach may provide a happy medium, ideally combining the positive elements of both home and corporate office workplaces, resulting in increased employee engagement. For the study, a structured questionnaire was administered to 100 participants.

The main objective of the research paper is to comprehend how a hybrid workplace affects employee engagement, and with a negative relationship between extensive remote work and employee engagement, it is time to investigate alternative flexible working arrangements. In situations where neither extensive remote work nor full, on-site setup is deemed desirable.

Keywords

Employee Engagement, Hybrid Work Model, Role of Training in a Hybrid Work Model.

Introduction

After two years, several countries are lifting the restrictions, necessitating organizational decision-making regarding how the future workplace should look and to what extent and form Remote Work will be deployed. The "new normal" requires employers to question traditional patterns and concepts to find a solution that will contribute to employee well-being and motivation. Every industry trend in the world today is talking about the hybrid workplace. Digitalization is becoming more common in all aspects of the global village. To ease into the hybrid workplace, every workplace must maximize and transcend obstacles and innovations. The pandemic has taught the workplace a lesson in planning and preparation. Aside from that, there is also the lesson of workplace flexibility and adaptability. The hybrid workplace model must be embraced. Indeed, the hybrid workplace model is likely to be the future of work. New ways of working became a necessity overnight, but the disruption has created an opportunity for business leaders to place more trust in their employees, empowering them to create a work routine that benefits them both personally and professionally. This flexible way of working, known as 'hybrid working,' allows an employee to split their time between the workplace and working remotely.

Many businesses are considering a hybrid workplace model, but it is critical to maintaining high employee engagement regardless of where your employees are physically located. A

hybrid workplace combines in-person presence on-site with remote work. With ongoing uncertainty about the pandemic and how long it will last, many businesses are planning to implement a hybrid workplace model in the coming months and years. Employees who are engaged are more likely to stay with a company than those who are disengaged, so this factor has a direct impact on organizational turnover costs.

Need of the study

In the context of the Covid-19 pandemic, where neither extensive remote work nor fully on-site setups are perceived as optimal workplace solutions, a hybrid approach may provide a middle ground, ideally combining. Employee engagement increased because of the positive aspects of both home- and corporate-office workplaces. As a result, the goal is to comprehend how a hybrid workplace affects employee engagement.

Literature Review:

Puneet Kumar (2021) titled V-5 Model of Employee Engagement During COVID-19 and Post Lockdown in this paper author mainly concentrated on five major elements of employee engagement, namely—value, voice, variety, virtue and vision. These logical elements of employee engagement are identified after an exhaustive review of the literature. Hermann and Paris (2020) identified bloggers, creative writers, designers, and content producers as the perfect examples of remote workers. These individuals work anywhere in a remote location in work. Trede et al. (2019a) explained that a company employs a hybrid system in the workplace by leveraging the benefits of the remote working system.

Objectives of the Study:

1. The Primary objective of this research paper is to analyze the implications of a hybrid workplace on employee engagement.
2. To examine the attitude of employees towards remote or hybrid work.

Scope of the study:

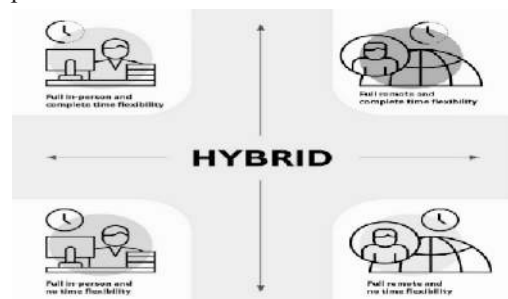
This study seeks to assess the remote or hybrid work in MNCs in the Hyderabad region. after the effects of Covid changing the future work structure of the company.

Research Methodology:

The study is based on Primary data collected through a survey questionnaire with a sample of 100 employees from various MNCs. and secondary data reviewing various research articles and books.

Employee Engagement in a Hybrid Workplace

Employee engagement is a human resources (HR) concept that describes an employee's enthusiasm and dedication to their job. Employees who are engaged care about their work and the company's performance, and they believe that their efforts make a difference. An engaged employee is motivated by more than a paycheck and may consider their well-being to be linked to their performance and thus instrumental to the success of their company. An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. In this paper, we'll explore how organizations can retain and enhance employee engagement in a hybrid workplace. A hybrid workplace consists of employees who are both on-site (in the office) and remote (work from home). A hybrid model enables flexibility for both employers and employees, which will be essential if we're to maintain high levels of engagement in the post-pandemic world



Importance of Employee Engagement

Employee engagement is defined as an employee's emotional commitment to their organisation and its goals. That is what distinguishes an engaged workforce from a disengaged one, and it is for this reason that companies all over the world are looking for ways to increase employee engagement. Engagement is important because it has a ripple effect on several other aspects of business, such as productivity, turnover, customer satisfaction, and profits. Employees who are invested in their work are more likely to go above and beyond on a regular basis than those who are not committed at all (or even feel negative towards the company). Organizations face challenges in developing and increasing employee engagement. Organizations can gain a competitive advantage by hiring leaders who can communicate effectively with their followers and thus increase employee engagement. Employee engagement can help organizations gain a competitive advantage because engaged employees are more productive at work; thus, organization management must examine its drivers (and antecedents). High levels of employee engagement can be regarded as a critical factor for management in achieving their objectives. Organizations can build and promote employee engagement because it is dependent on many antecedents, such as management styles and practices. Furthermore, a positive work environment can increase employee engagement. The hybrid work model can also be an excellent option; however, for hybrid work to be successful, companies must provide training.

Benefits of Hybrid Work Model

- Lower turnover
- Reduced Employee Stress
- Increased Productivity
- Lower Absenteeism
- Improved Collaboration
- Better employee health
- More effective leadership

Impact of Training on the performance of

Employees in a Hybrid model

The global impact of the pandemic has been enormous, and employees now prefer to work from home. Employees prefer hybrid work because it allows them to maintain a healthy work-life balance. Employees prefer to work from both home and the office and may not want to limit themselves to only one location. They can, however, choose to work only in one if that is their preference. Companies want employees to work in the hybrid mode because it saves money on office expenses and increases productivity. Companies that provide hybrid work appear to be an appealing proposition to employees. Because not all jobs require commuting to the office, a hybrid work model has been mandated. They become more creative when they have the freedom to work from home because they can schedule their tasks based on their responsibilities to their children. When the children have gone to school or are sleeping, they can work alone.

Role of Training in a Hybrid Work Model

Not Coming to the Office Regularly

Training has become extremely important in the hybrid work model because employees work online, so there is no scope for in-person meetings. Hence, employees need to conduct meetings online, which has required using video conferencing and other software.

Ensure Reliable Communication

Training is needed here because Working remotely requires employees to write better emails, including about their issues with coworkers. Hence companies must make employees understand how to become adept at written communication. Employees should also not shy away from making voice calls when required. If written communication is ambiguous, it can cause problems.

Prevent Nonadherence to the Hierarchy

It's not easy to work remotely for employees. They may not take online meetings seriously and may not be present in proper attire, but they should show proper respect to managers during

their meetings, which can be taught only through training.

The Crucial Role of Leaders

Leadership training can also make a world of difference because employees have to be monitored on their performance even when they are working offline. Although there are tools through which the work hours clocked by an employee can be checked, they might not be showing the same productivity as they were while working from the office.

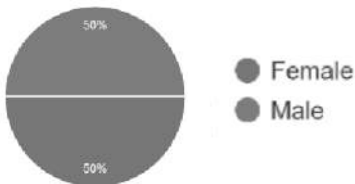
Techniques that can be applied in a Hybrid Model

1. Try to Engage with Team
2. Help Employees Find Purpose in Their Work
3. Build Trust With (and Across) Your Team
4. Offer Recognition for a Job Well Done
5. Streamline Communications with Messaging Tools
6. Prioritize Wellness

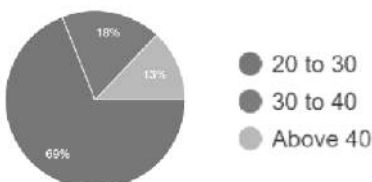
Effectively managing hybrid work arrangements depends on communication about departmental commitments and norms and understanding the supports available for managers and employees.

Data Analysis:

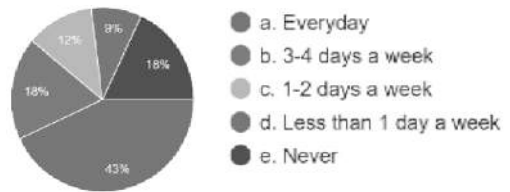
Gender (100 Responses)



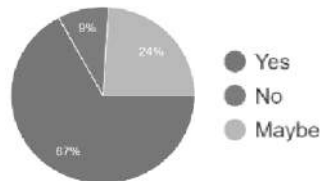
Age (100 Responses)



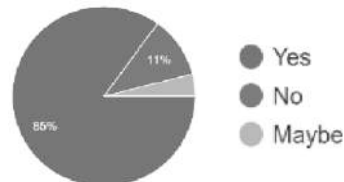
In the past three months, on average how often are you going into a work location outside of your home for work (100 Responses)



1. Do you feel that there is deal balance between remote work and office based work? (100 Responses)



2. Do you have all the digital tools to perform your job wherever you are? (Such as internet services and Licensed software) (100 Responses)



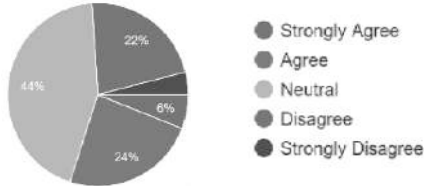
3. Do you have all the physical tools to perform your job whenever you are (Such as Computer & Chair) (100 Responses)



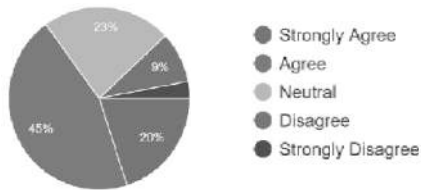
4. Are you happy with the number of meetings (video, audio, or in person) you currently attend? (100 Responses)



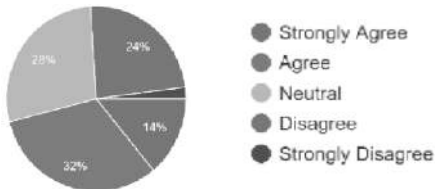
5. Do you feel disconnected from the rest of the business (100 Responses)



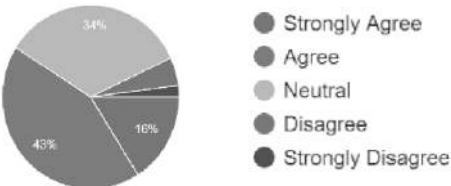
6. Are you interested in taking virtual coffee breaks with your colleagues? (100 Responses)



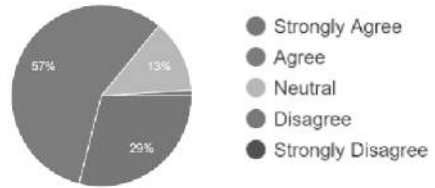
7. Do you feel not being in the office full time can hinder your development and progression? (100 Responses)



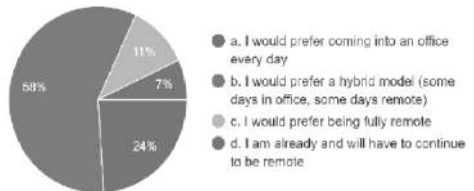
8. Do you think your organization could improve your hybrid working arrangements? (100 Responses)



9. Do you believe that you have a good career opportunity for you there in your company (100 Responses)



10. What's your preference when it comes to working together as a team? (100 Responses)



Findings:

Respondents were 50% Male and 50% Female. Equal Responses from Both the genders.

The maximum number of respondents were from age group of 20-30.

Most of the respondents said that they have been to the office every day.

1. More than half (67%) of the respondents convey that there is ideal balance between remote work and office-based work.
2. Maximum number of respondents i.e., 85% of them say they have got all the digital tools to perform their wherever they are.
3. Most of the respondents convey that they have got all the physical tools to perform their job according to the requirement.
4. Most of the people respondents agree that they are happy with the number of meetings.
5. 50% of respondents feel disconnected from the rest of the business.
6. 65% of the respondents agreed that they are interested to take virtual coffee breaks with their colleagues.
7. 46% of the respondents Agree that it hinders them from the development of not being in the office.

8. Maximum number of respondents say that the organization will improve its working arrangements.
9. Most of the (86%) respondents say that they believe in having a good career opportunity in the company.
10. More than half of the respondents would prefer a hybrid model of work (Some days in office, some days remote)

Recommendations

1. To adopt hybrid working successfully in the organisation have a chance to improve both a growth mindset and positive attitude of the employees.
2. Three days a week would prove a bit more productive and team bonding would increase through different engagement activities.
3. Have a basic power backup helps a lot during remote work and engage with team even in those days this would be great for team building.
4. Organisations has to concentrate on this point also the hybrid model can be exhaust-

ing for employees, and it can affect people mentally because it is important to work in a vibrant environment. Physical imbalances also affect those who work in hybrid roles. When a person is working in an office, they may take a short break or fill a water bottle (example). There is some physical activity. Virtual meetings in a hybrid model may not affect productivity compared to working in the office, and productivity is high.

Managerial implications

Managerial implications are presented in the following to provide information on the implications found in the findings. Moreover, this suggests practical implications that can be considered to improve the Employee Engagement. Findings from the study highlights a high satisfaction of the work tools and resources to be a potential positive impact on job satisfaction among workers. By reducing stress in the use of tools and job resources, employees should be able to perform better. The quality of tools and resources should be accessible and instinctive to all employees.

CONCLUSION

Finally, present study conclude that can be drawn to motivate the purpose of the study. Moreover, to understand the relationship between hybrid work and employee engagement, with the aim of answering the proposed research question. A new way of working was needed overnight, and this disruption has created an opportunity for leaders to empower their employees to create work routines that make them feel more confident and serve them personally and professionally. Hybrid work way of working allows employees to split their time between on-the-job and remote work. The hybrid work enables the opportunity to reduce the cost of, for instance, workspace and thus can facilitate organizations to make sustainable decisions in terms of environmental impact and the utilization of wellbeing of employees.

REFERENCES

1. Arunprasad, P., Dey, Chitra, Jebli, Fedwa, Manimuthu, Arunmozhi, and El Hathat, Zakaria. Exploring the remote work challenges in the era of COVID19 pandemic: review and application model. 2022. DOI: RyXRRy3f"AC@ yd@ kykR@y9kR.
2. ALLEA - All European Academies. "The European code of conduct for research integrity (revised edition)". In: Promoting Research Integrity in a Global Environment (2020)
3. Butler, Jenna and Jaffe, Sonia. "Challenges and Gratitude: A diary study of software engineers working from home during Covid-19 Pandemic". In: Proceedings - International Conference on Software Engineering. 2021. DOI: RyXRRyNfa*a1@a1AS8keyyXkykRXyyy9d.

4. Chernyak-Hai, L., & Rabenu, E. (2018). The New Era Workplace Relationships: Is Social Exchange Theory Still Relevant? In *Industrial and Organizational Psychology* (Vol. 11, Issue 3, pp. 456–481). Cambridge University Press. doi:10.1017/iop.2018.5
5. Clancy, M. (2020). The Case for Remote Work. *Economics Working Papers*.
6. Cook, J., Mor, Y., & Santos, P. (2020). Three cases of hybridity in learning spaces: Towards a design
7. Demerouti, E., & ten Brummelhuis, L. (2012). Work engagement, performance, and active learning: The role of conscientiousness. *Journal of Vocational Behavior*, 80(2). <https://doi.org/10.1016/j.jvb.2011.08.008>
8. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Businessunit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268–279.
9. Kahn, W. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.
10. Puneet Kumar, V-5 Model of Employee Engagement During COVID-19 and Post Lockdown, January 2021, *Vision-The Journal of Business Perspective* 25(2):097226292098087, DOI:10.1177/0972262920980878
11. Rees, C., Alfes, K., & Gatenby, M. (2013). Employee voice and engagement: Connections and consequences. *The International Journal of Human Resource Management*, 24(14), 2780–2798. <https://doi.org/10.1080/09585192.2013.763843>
12. Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study. *Journal of Organizational Behavior*, 25(3), 293–315.
13. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>.



WORDS OF WISDOM

Always treat your employees exactly as you want them to treat your best customers.

- Stephen R. Covey

Highly engaged employees make the customer experience. Disengaged employees break it.

- Timothy R. Clark

The way your employees feel is the way your customers will feel. And if your employees don't feel valued, neither will your customers.

- Sybil F. Stershic

TURNED ON people figure out how to beat the competition, TURNED OFF people only complain about being beaten by the competition.

- Ben Simonton

WORDS OF WISDOM

“Employee engagement is the degree to which an employee feels that they are truly part of a company, have a voice in its decisions and feels respected”

- Darryl Dioso

“Environments that support their employees in the right way will naturally foster employee engagement”

- Aaron Tucker

Culture is about performance, and making people feel good about how they contribute to the whole.”

–Tracy Streckenbach.

“Engaged employees are in the game for the sake of the game; they believe in the cause of the organisation.”

- Paul Marciano



About NIPM

National Institute of Personnel Management (NIPM), is the only all India body of professional managers engaged in the profession of Human Resource Management, Industrial Relations, Labour Welfare, and Training & Development in the country. It came in to existence on 15th March 1980 as a result of merger of two professional institutions, namely the Indian Institute of Personnel Management (IIPM) established in 1948 in Kolkata and the National Institute of Labour Management (NILM) established in 1950 in Bombay, now Mumbai.

With its National Office at Kolkata, NIPM has a total membership of about 10,000 spread over 53 Chapters all over the country.

NIPM is a nonprofit making body devoted to building professional excellence in the field of Human Resource Management through regular activities ranging from Evening Lectures to People Process Quality Certifications. Post Graduate Diploma in Personnel Management (PGDPM), the 2 years flagship academic programme of NIPM is widely recognized by industries in India for a career in HRM. NIPM has set up dedicated wings for Corporate Training & Consulting and Research & Development to leverage its vast experience and expertise. NIPM 4000-2016, the Global Standards for Quality of People Process, is aimed at defining global benchmarks for HR processes in organizations. NIPM 4000-2016 certification is the mark of Excellence of people processes in organizations.

The annual National Conference (NATCON) of NIPM is the greatest learning event in the country attended by eminent business and HR leaders from India and other Asian countries. The HR Excellence Award of the Institute, to be the most valued Award, is set up to track and recognize the HR professionals who make a significant difference. NIPM also organizes regular seminars, workshops, conferences on contemporary themes, and HR technical trainings for technical update through its Chapters across the country. NIPM reaches out to Management Students for their early professional grooming to make them 'Industry Ready'. The Student Chapters of NIPM are taking Root. 'Personnel Today' the professional journal of NIPM, is the most valued publication.

All endeavors of the Institute are aimed at continuously defining and redefining the benchmarks of Professional Excellence for People and People Processes and supporting the professionals and organizations achieving them.

NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT

Address : Southend Conclave, Tower Block (3rd Floor), 1582,
Rajdanga Main Road, Kolkata - 700 107. **Ph ::** 033-2441 7255