

## Employee Engagement At Work

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### ABSTRACT

Organizations have come to realize that in today's constantly changing business scenario, the most valuable resource that needs to be leveraged is human resource. This means not just attracting them and retaining them but keeping them motivated and committed to achieving the organization goals. An engaged workforce produces better business results, does not only hope jobs but more importantly is an ambassador of the organization at all points of time. This engagement is achieved when people consider their organization respects their work, their work contributes to the organization goals and more importantly their personal aspirations of growth, rewards and pay are met. Employee engagement started to play a major role during the COVID-19 Pandemic as people started to work from home. Many organisations believe that employees work only for remuneration, but this thinking is not always correct as there are several other factors that motivates and keeps employees engaged in an organisation. Different strategies can be used to increase employee engagement while they working from home by using employee engagement survey.

**Keywords:** Employee Engagement, Growth, Motivation, Remuneration and Retaining

### INTRODUCTION

Employee engagement is defined by Kahn as “the harnessing of organisational members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances” (Kahn, W.A. 1990).

Employee engagement represents the levels of enthusiasm and connection employees have with their organization. It is a measure of how motivated they are to put in extra effort for their organization, for their self-productivity and a sign of how committed they are to staying there. Importantly, employee engagement is an outcome that depends on the actions of an organization, particularly the actions driven by leadership, managers, and people teams.

Employee engagement started to play a major role during the COVID-19 Pandemic as people started to work from home. It did become a big task for the organisations to create a sense of belongingness amongst the employees towards their work and plan on different ways to still keep the employees motivated so that their effectiveness and efficiency does not decrease as to really move the needle on employee engagement, organizations have to act at the local level. There's no one-size-fits-all approach. Managers are in the best position to understand and improve engagement. They're on the front lines with employee's day in and day out.

However, what matters most is truly understanding employee engagement. That's why so many of today's top HR and People leaders make employee engagement a top priority.

### **OBJECTIVES OF THE STUDY:**

1. To study new ways to engage employees.
2. To measure the impact of motivation on employee engagement.
3. To analyse employee engagement during work from home (COVID-19 Pandemic).

### **LITERATURE REVIEW**

This chapter mainly deals with the research problem and provides a review of the work by different authors on this construct. This will include a discussion on different definitions for employee engagement by different authors, development as a construct, importance of employee engagement, its measurement, drivers that promote it and finally its relation with other well-established constructs.

Organisations believe that employees work only for remuneration, this thinking is not always correct as there are several other factors that motivates and keeps employees engaged in an organisation. "Employee Engagement, also called as work engagement or worker engagement, is a business management concept and an engaged employee is the one who is fully involved in, and enthusiastic about, his or her work, and thus will act in a way that furthers their organization's interests" (Wikipedia, Employee Engagement, 2010).

#### **Defining Employee Engagement**

According to Sanchez (2007), employee engagement is defined as "an outcome of how employees perceive their work, leadership of their organizations, the recognition and rewards they receive, and the communication ethos of the organization". On the other hand, Cook (2008) defined Employee engagement as the term that is "personified by the passion and energy employee have to give of their best to the organisation to serve the customer. It is all about the willingness and ability of the employees to give sustained discretionary effort to help their organisation succeed".

One can say from the above definitions of employee engagement is that it is a desirable circumstance which has an organizational intention and represents passion, commitment, enthusiasm, involvement, focused energy and effort, so it contains both attitudinal and behavioural aspects.

#### **Importance of employee engagement**

Employee engagement is very important as disengagement of employees leads to lack of effectiveness and efficiency in their work. Employee disengagement shows their disinterest towards their job and towards the organisation. Therefore, it is very crucial for the employees to stay engaged and feel connected towards their job and the goal of the organisation.

A highly engaged employee always provides an output beyond expectations and during a research on employee engagement, Harter et al (2002) found that one in five employees agree that they have

an opportunity to do what they do best every day. Those companies who score high on this always have comparatively higher performance.

### **Levels of employee engagement**

Employee engagement measures how employee feel connected towards their organisation. Based on their perceptions of their workplace, employees are categorized into four main groups.

- **Highly Engaged Employees**

Highly engaged employees hold very favourable opinions of their place of work. When employees feel connected to their teams, respect their jobs, and have positive feelings about your organization, they're going to want to stay and put in extra effort to help the organization succeed.

- **Moderately Engaged Employees**

Moderately engaged employees look at their organization in a moderately favorable light. They like their company but seek for more opportunities for improvement. There is something about the organization or their job that holds them back from full engagement.

- **Barely Engaged Employees**

They usually lack motivation for their position and will only do as much as to get by—sometimes less. Barely engaged employees may be researching other jobs and are a high turnover risk.

- **Disengaged Employees**

Disengaged employees lack commitment to their position and responsibilities. It's important to understand how to handle disengaged employees so that their negative perceptions don't impact the efficiency of other employees.

### **Pros of Employee Engagement**

- **Increased Employee Productivity**

Research shows engaged employees are more productive than their peers. They're more likely to work diligently and expend discretionary effort in their jobs.

- **Higher Employee Retention**

Engaged employees don't have a reason to look elsewhere for work. Engaged employees turn over less often because:

- They know they will be recognized for their contributions
- They understand when organizational change happens and why

- **Lower Absenteeism**

When employees are committed to your mission, they're going to show up. Highly engaged workplaces have lower absenteeism.

- **Better Employee Health**

Engaged employees are less likely to be obese, less likely to suffer from chronic disease, more likely to eat healthier, and more likely to exercise. Having healthier employees positively impacts your bottom line.

### **New ways to Engage Employees**

Employee engagement is a workplace approach designed to ensure that employees are committed to their organization's goals, objectives and values, and also encouraged to contribute towards the organizational success, and are able at the same time to enhance their own sense of well-being. It is very important to find news to engage employees.

Employee engagement is directly related to increased employee productivity, business profitability and retention. It is very essential to keep the employees engaged and involved always by giving them an opportunity, increase their participation and also by improving the workplace culture. Pre-COVID-19 Pandemic employees would work at the organisation's so it was easy to keep them engaged with the activities of the organisation. The work place, work culture and the work atmosphere kept them motivated to work effectively and efficiently. However, during the COVID-19 Pandemic employee engagement was a big task for the organisations as employees started to work from home and there was a chance that the employee productivity and efficacy would decrease. The key to meaningfully engaging employees and keeping them motivated is to talk to them. Find out how they enjoy receiving feedback, how they want to be recognized, what they value most about the office environment and what they're passionate about. Your long-term goal should be to develop an employee engagement strategy that's carefully tailored to your team and its unique needs. Different strategies can be used to increase employee engagement while they working from home by using employee engagement survey. Weekly activities can be conducted online to keep them refreshed and get them off the work pressure. Organisations can engage employees by having virtual coffee breaks, introduce them to your In-house employees, allocate funds to help spice up the home office, recognise them for a job well done, conducting online rewards and recognitions, annual day functions, provide them freedom in choosing a schedule, peer-to-peer feedback slot, fun video meetings.

### **DATA ANALYSIS AND INTERPRETATION**

The aim of the study is to find out the employee engagement at work. The results of this study will provide insight and information for administrators, practitioners, and researchers about employee engagement. Data was being collected by sending out questionnaires to employees working for various organisation and the same data was analysed.

#### **Correlation**

#### **Hypothesis**

H0: Motivation does not have an impact on employee engagement.

H1: Motivation does have an impact on employee engagement.

**Correlations**

		Motivation	Employee engagement
Motivation	Pearson Correlation	1	.643**
	Sig. (2-tailed)		.000
	N	50	50
Employee engagement	Pearson Correlation	.643**	1
	Sig. (2-tailed)	.000	
	N	50	50

\*\* . Correlation is significant at the 0.01 level (2-tailed).

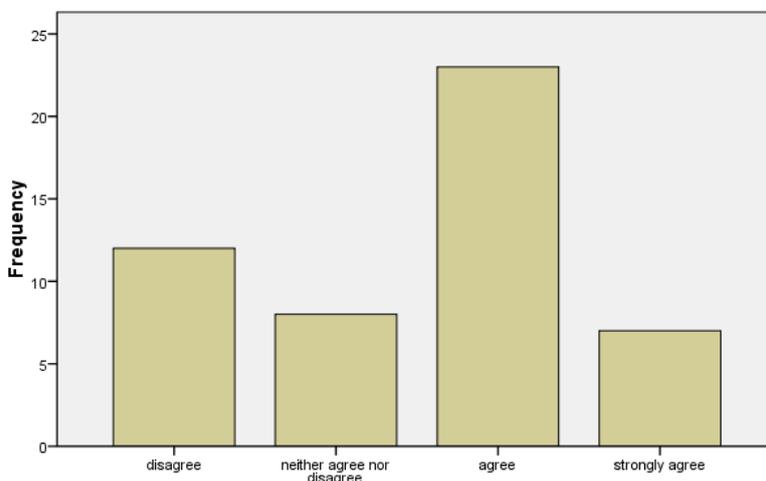
**Interpretation:** The correlation value is .643<.7 so it is considered as a moderate correlation.

This means that the r value of .643 is indicating that there is a moderate relation between motivation and employee engagement.

**Do you feel you've been able to learn and grow working from home?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	12	24.0	24.0	24.0
	neither agree nor disagree	8	16.0	16.0	40.0
	agree	23	46.0	46.0	86.0
	strongly agree	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

12. Do you feel youve been able to learn and grow working from home ?

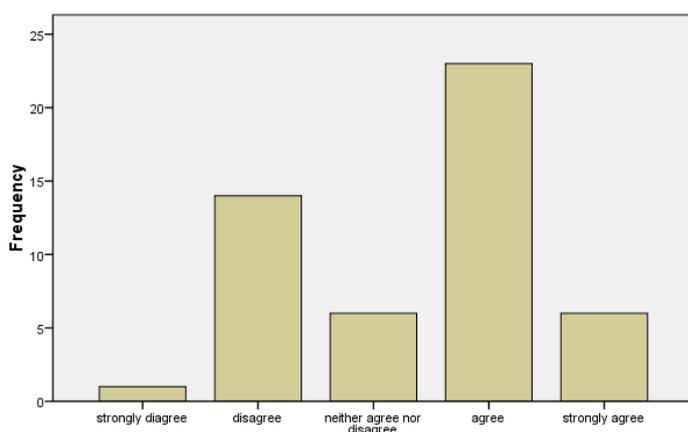


**Interpretation:** The above bar diagram shows that 24% of the respondents disagree that they have been able to learn and grow working from home, 16% of the respondents neither agree nor disagree, 46% of the respondents agree that they have been able to learn and grow working from home and 14% of the respondents strongly agree.

**Do you feel motivated working from home?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	2.0	2.0	2.0
	disagree	14	28.0	28.0	30.0
	neither agree nor disagree	6	12.0	12.0	42.0
	agree	23	46.0	46.0	88.0
	strongly agree	6	12.0	12.0	100.0
	Total	50	100.0	100.0	

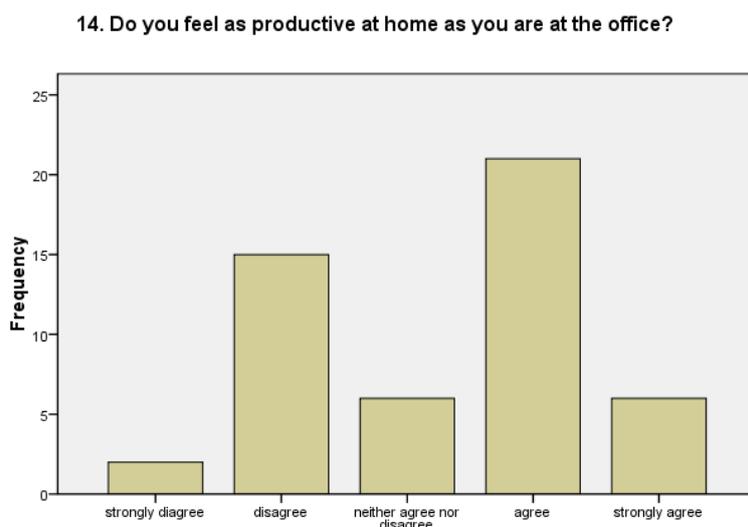
13. Do you feel motivated working from home ?



**Interpretation:** The above information states that 46% of the respondents feel motivated working from home, 28% of the respondents disagree, 12% of the respondents strongly agree that they feel motivated working from home and 2% of the respondents strongly disagree.

**Do you feel as productive at home as you are at the office?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	4.0	4.0	4.0
	disagree	15	30.0	30.0	34.0
	neither agree nor disagree	6	12.0	12.0	46.0
	agree	21	42.0	42.0	88.0
	strongly agree	6	12.0	12.0	100.0
	Total	50	100.0	100.0	



**Interpretation:** The above bar diagram states that 42% of the respondents agree that they feel productive at home as they are at office, 30% of the respondents disagree that they feel productive at home as they are at office, 12% of the respondents strongly agree and 4% of the respondents strongly disagree that they feel productive at home as they are at office.

## CONCLUSION

Employee engagement is concerned with the emotional, cognitive and physical aspects of work and how these factors combine and how motivation acts as a driving force to engage employees. However, this is a never-ending process as employees must be kept engaged even when they are working at the workplace or from home to help them increase their productivity and help organisation reach their goal. An organisation that wants to increase engagement levels will attempt to foster the factors which have a positive effect of engagement through every business activity they perform. Different strategies can be implemented to make employees feel involved and engaged. The research itself, showed that there was a positive aspect that so many employees feel productive, connected even while working from home.

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