A REVIEW PAPER ON FACTORS AFFECTING EMPLOYEE ENGAGEMENT

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ABSTRACT

This paper aims to define employee engagement, explain its significance, and highlight the crucial success criteria for implementing it. The researchers used the review approach for this study. After searching through thirty academic researchers and popular literature on the topic of employee engagement, researchers have identified several similar themes. To enhance the current literature, the review procedure is carried out. Each research paper's writers have taken the results after thoroughly considering all of the criteria. Both the macro (at the level of the organization) and micro (at the level of the person) aspects of engagements have been covered in this study. Factors such as gender diversity, ethnic diversity, changes in work requirements, and personality and job characteristics might cause these discrepancies. Some of the employee engagement strategies proposed in this paper include providing new hires with a realistic work preview, a rigorous training and development program, a certification program, and a robust induction program. Any company, regardless of industry, may utilize the study's results to build an effective employee engagement strategy that incorporates all of these elements. Based on the variables mentioned in this paper, managers should rethink their work and policies to create a more satisfied staff. The study's findings may be used for future reference in a scenario where decreasing staff turnover and increasing productivity are achieved via the use of several engagement variables.

Keywords-Employee Engagement, Human Resource Strategies, Organization, Performance, Retention

1. INTRODUCTION

Indian organizations have recently come to understand that their people is the key to their growth and that human resources are the most important strategic resource for every business, thanks to the rising globalization of the economy. Consequently, the HR department has evolved from providing "behind-the-scenes" support to being a key corporate partner. The goal of human resources has been to move from transactional to strategic, with the head of the department now playing a crucial role in the senior management group.

Every firm understands the value of inspiring and energizing its workforce to deliver results, and this has become increasingly apparent overtime.

It is less well known, nevertheless, that workers prefer to be employed in positions where they believe they are positively impacting something greater than themselves. Making sure that employees check in every day not just physically but also psychologically and emotionally has proven to be one of the hardest tasks facing company leaders of many firms over the years. To put it briefly, they must make sure that their workers are genuinely engaged. These days, employee engagement is one of the key factors that drives business. In real life, it has an impact on worker morale, output, and retention motivation.

Employers are leveraging their committed workforce as a strategic competency tool. An employee who is really engaged will continuously surpass expectations and create new benchmarks. Any company's foundation is built by its personnel, and their commitment is reflected in the services they provide to clients and consumers. By doing this, motivated staff members contribute to increased client loyalty and business, both of which greatly increase an organization's profitability.

2. OBJECTIVES

1. To identify and categorize the key factors affecting employee engagement into personal-related, job-related, team-related, and organizational-related factors.

2. To examine the relative importance and impact of different factors on employees.

3. To identify the research gaps that improving the area of employee engagement.

3. REVIEW OF LITERATURE

3.1. EMPLOYEE ENGAGEMENT

According to Ganesan, Zainal Ali, and Fageeh (2017), employee engagement is defined as when workers exhibit complete dedication to their work, create strong emotional bonds with one another, and concentrate on long-term objectives. It also includes how well workers perform physically, emotionally, and intellectually (Sanneh & Taj, 2015).

In an article published in the Academy of Management Journal titled "Psychological Conditions of Personal Engagement and Disengagement at Work," engagement was first mentioned in the academic lexicon (Kahn, 1990). Personal engagement and disengagement, according to Kahn, is "the harnessing of organization members" selves to their work roles." Furthermore, (Kahn, 1990) characterized engagement as role-related in his groundbreaking research, representing the degree to which a person is psychologically present in a certain organizational function.

Employee engagement has been linked to organizational effectiveness, according to numerous research. It has been discovered that there is a favorable correlation between employee engagement and organizational outcomes, which enhance profitability and lead to improved financial performance (Choo, Mat, & Al-Omari, 2013).

Conversely, employee engagement will help the company retain its finest workers and encourage them to be more creative and imaginative in their work, all of which will contribute to the organization's growth (Macauley, 2015; Bakker & Albrecht, 2018).This study reviewed a variety of literature and presented the key elements in each dimension organization, individual, team, and job that affect employee engagement to increase productivity and boost employee performance while lowering the intention to leave the company.

3.2. ORGANIZATIONAL-RELATED FACTORS

3.2.1. ORGANIZATIONAL CULTURE

The organization's culture developed many decades ago to manage its employees and to foster the organization's values and beliefs (Elsbach & Stigliani, 2018). Employee beliefs and values about the firm that motivate them to do their tasks properly are known as organizational culture (Pepra-mensah & Kyeremeh, 2018). Additionally, organizational culture may be defined as the philosophy, expectations, and values of the company that will shape employee attitudes, communicate the employee's sense of self, and influence how the employee interacts with others on the business's prospects (Bakker & Albrecht, 2018). According to Jablonowski (2017), organizational culture may provide a framework for how workers behave at work and how that behavior affects employee engagement. Workplace cultures that place a high value on openness, trust, teamwork, and acknowledging the contributions of individual employees often have more engaged employees. On the other hand, involvement may be hampered by poisonous or dysfunctional cultures that are marked by mistrust, micromanagement, and a lack of respect. Furthermore, there is a significant correlation between organizational culture and employee engagement inside the company. A robust corporate culture fosters a high degree of dedication among employees towards their jobs (Pepra-Mensah & Kyeremeh, 2018).

3.2.2. POLICIES & PROCEDURES:

Work policies and procedures include perceived organizational support as well as HR rules and procedures. Hiring methods, flexible scheduling, work-life balance, performance management, and health and safety concerns are all covered by HR rules and procedures (Dajani, 2015). policies and practices in human resource management that are intrinsically motivating and foster a feeling of emotional connection and belonging inside the company (Ozcelik, 2015). The research discovered a correlation between work-related engagement levels and a sense of security. Additionally, it was shown that the public sector's employee engagement was mostly impacted by elements such as working hours, health and safety, and other aspects (Chandani et al., 2016). Organizational Politics: One of the most significant predictors of employee engagement is organizational politics. Strong politics have a more negative impact on employees in firms. Certain managers, supervisors, and their subordinates are given more weight or a dominant position in political behavior similar to organizations. for team members and employees as a whole to experience more negative feelings and a lack of organizational support to do their jobs more effectively. According to the study, there is a negative correlation between organizational politics and OCB. Moreover, political behavior can have both positive and negative effects on people, communities, or organizations. The perception of political behavior, rather than its actual effects, determines whether it is advantageous or detrimental to the organization (Mathur et al., 2013). According to the study, organizational politics have a complete mediating effect on worker engagement (Karatepe & Osman, 2013).

3.2.3. ORGANIZATIONAL POLITICS:

One of the major antecedents of employee engagement is organizational politics. Strong politics have a more negative impact on employees in firms. Certain managers, supervisors, and their subordinates are given more weight or a dominant position in political behavior similar to organizations. for team members and employees as a whole to experience more negative feelings and a lack of organizational support to do their jobs more effectively. According to the study, there is a negative correlation between organizational politics and OCB. Moreover, political behavior can have both positive and negative effects on people, communities, or organizations. The perception of political behavior, rather than its actual effects, determines whether it is advantageous or detrimental to the organization (Mathur et al., 2013). According to the study, organizational politics have a complete mediating effect on employee work engagement (Karatepe & Osman, 2013).

3.2.4. CAREER DEVELOPMENT

Employers that have a high level of employee engagement give their staff members lots of chances to grow as individuals, acquire new skills, expand their knowledge bases, and realize their full potential. Career development strategies not only assist companies retain exceptional personnel, but they also present chances for individual growth. Career development is a global component in employee engagement2, and employees tend to invest in organizations that invest in them by planning for it. Additionally, a sufficient degree of training, skill development, and learning can increase employee engagement with the company and their job (AndrewaOlogbo C, SaudahSofianbP).

3.2.5. PERFORMANCE APPRAISAL

The fair assessment of an employee's performance is a crucial factor in determining their degree of engagement. Higher levels of employee engagement are typically seen in organizations that use suitable appraisal techniques that are renowned for being objective and transparent. Engagement levels are also raised by clear roles and open communication between the boss and the employee regarding performance objectives. Setting goals improves employee engagement, which in turn boosts optimism at work, and ultimately these factors have a favorable effect on individual performance (Kenneth GW Jr, BobbyM.).

3.2.6. PAY AND BENEFITS

Appropriate pay structures should be in place in an organization to encourage workers to stay with the company. Certain pay and benefits must be given to the employee to raise their level of involvement. The three top-rated financial incentives are stock options, cash bonuses, and raises in basic pay. Employers should tie remuneration to jobs, performance, special or personal allowances, pensions, fringe perks, etc. to use it as an effective engager. Employee engagement is impacted by equitable pay arrangements. Compared to elements like base salary and benefits, incentives, intangible rewards, and leadership caliber are more strongly correlated with the organization's capacity to generate highly engaged workers. A company should have fair compensation structures to encourage workers to put in long hours.

3.2.7. ORGANIZATIONAL STRUCTURE AND COMMUNICATION CHANNELS:

The information flow, teamwork, and decision-making procedures inside the organization are influenced by the organizational structure and communication channels. Employee engagement is facilitated by open and transparent communication channels that keep staff members informed, interested, and in line with company objectives.

3.2.8. WORKLOAD AND JOB DESIGN:

Workload allocation and role design can affect how engaged employees are. Positions that offer independence, diversity, and chances to use skills typically encourage greater levels of engagement than those that are too routine or too demanding.

3.3. PERSONAL-RELATED FACTORS

Employee engagement is also significantly shaped by personal characteristics. These elements relate to personal traits, mindsets, and life events that affect how workers view and engage with their jobs and company. Organizations must comprehend these aspects of the individual to customize engagement tactics that meet the varied demands and preferences of their workforce. The following are some significant personal elements that impact worker engagement:

3.3.1. EMPLOYEE MINDSETS:

A person's mindset can affect their passion for growth, how they interpret their effort, how much attention they pay attention to, how they perceive failures, and how they connect with others. Mindsets are a personal resource (Keating & Heslin, 2015). Every employee's mindset plays a critical role in determining their level of personal resource utilization and resilience at work. Employee engagement can be influenced by mindsets in terms of psychological presence, growth enthusiasm, and how they interpret setbacks (Heslin, 2010). The mindsets of employees play a critical role in both the performance of the organization and their pursuit of success in creative task performance.

3.3.2. SELF-EFFICACY:

Positive traits like self-efficacy, self-esteem, and adaptability, in contrast to conventional performances, give employees greater confidence to engage in innovative behaviors. These behaviors include rejecting stereotypes, taking chances, and selecting unconventional techniques. Kwon and Kim (2019). According to Chen (2016), an individual with high self-efficacy may believe that they are competent of handling their current circumstances. Work and family responsibilities were strongly and adversely correlated with self-efficacy, which in turn allowed employees to be more engaged at work (Chan et al., 2017). One of the most important indicators of adjustment and the extent to which workers apply affective behavioral techniques is self-efficacy. Furthermore, it is anticipated that highly effective people will better utilize and create resources in their workplace to handle challenging assignments (Yakın & Erdil, 2012).

3.3.3. PERSONALITY TRAITS:

Personality qualities that can affect employee engagement include extraversion, conscientiousness, and emotional stability. For instance, those who score highly on extraversion may be more likely to look for social situations and engagement chances, whereas people who score highly on conscientiousness may show a stronger sense of devotion and commitment to their jobs. Furthermore, the study suggested that high degrees of conscientiousness, extraversion, and honesty-humility are strongly correlated with high levels of engagement and may be signs of an engaging personality. (Whittington & Simone, 2020). Highly engaged employees had low neuroticism and strong extroversion (Chandani et al., 2016).

3.3.4. SATISFACTION

Since engagement begins with satisfaction, an organization must align job objectives with individual goals to ensure that a worker is content with his or her position. Self-efficacious workers are more likely to be engaged at work because they are more inclined to put in extra effort and energy to finish tasks, which results in greater absorption and participation. More effective workers are more likely to control their motivation by establishing challenging objectives, which in turn makes them more likely to be engaged (Else B, Pascale M, BlancL, Wilmar SB). Additionally, it was shown that when an employee's degree of pleasure was higher and their perceived closeness to their coworker's age was larger, the employee's level of engagement correspondingly decreased (Derek AR, David WC. McKay Patrick F).

3.3.5. FAIR TREATMENT

When a manager or supervisor offers every employee the same opportunities for development and progress, employee engagement usually increases. Equal pay plans have an effect on workers' organizational engagement as well(Dow S, TomM, MarkR, Mel S). Additionally, studies conducted in the public sector show that treating employees equally and fairly has an impact on their engagement levels. Employees with higher degrees of engagement with the firm are more likely to reciprocate a better sense of procedural justice(Alan SM.). It was discovered that workers showed signs of improved health and increased engagement if they experienced distributive and informational justice during their performance reviews. More behavioral and cognitive engagement toward work, together with signs of increased desire and dedication, pride in one's work, and joy for it, are associated with higher levels of informational justice(Vishal G, Sushil K).

3.3.6. ORGANIZATIONAL COMMITMENT:

Employee engagement is influenced by how much they identify, feel loyal to, and are part of their firm. Workers are more likely to put in the time and effort necessary to contribute to the success of the company if they share its commitment to its mission, values, and goals. Effective communication, acknowledging employee contributions, and providing chances for participation in decision-making processes are all means of fostering organizational commitment.

3.3.7. PERCEIVED ORGANIZATIONAL SUPPORT:

Employee engagement is also influenced by how much they believe their employer values and supports them. Employee commitment and engagement are higher when they perceive that their company is supporting them, whether it is through resource availability, career development chances, or assistance during trying times. Employee trust and loyalty are increased when they see support from their organization, which raises engagement levels.

3.3.8. WORK-LIFE BALANCE:

Employee engagement is impacted by how well work and personal obligations are balanced. Workers who can successfully strike a good balance between their personal and professional obligations are more likely to experience job satisfaction, motivation, and engagement. Employers can enhance employee engagement by providing wellness programs, flexible work schedules, and assistance with work-life balance efforts.

3.3.9. INTRINSIC MOTIVATION:

An employee's level of engagement is influenced by how much they are intrinsically driven by their work, such as by feeling a sense of success or finding fulfillment in their duties. Employees who are motivated by intrinsic factors are more likely to put in extra effort and go above and beyond in their work, which boosts engagement and output.

3.3.10. PERSONAL HEALTH AND WELL-BEING:

Workplace engagement and individual health and well-being are intimately related. Healthy employees are more likely to be engaged and productive at work on both a physical and emotional level. Higher levels of engagement can be fostered by organizations that prioritize the well-being of their employees through initiatives like wellness programs, mental health support, and stress management resources.

3.4. TEAM-RELATED FACTORS

Organizations' employee engagement levels are greatly influenced by team-related elements. Employee perceptions of their work environment and degree of involvement with their roles are greatly influenced by the dynamics of team relationships, collaboration, and cohesion. Organizations must comprehend these team-related elements to create a welcoming and cooperative team atmosphere that encourages participation and output. These are some important aspects of teams that have an impact on worker engagement.

3.4.1. LEADERSHIP'S STYLE:

By exhibiting good leadership behaviors like authentic leadership, organizations can contribute to the creation of an atmosphere that fosters engagement (Simone & Whittington, 2020). The characteristics of a good manager or mentor and the way the vision is communicated are found to have the greatest influence on leadership dimensions (Chandani et al., 2016). One of the concepts that affects psychological safety is a leader's genuineness (Kahn, 1990). Engagement categories like motivation, work satisfaction, organizational commitment, OCB, and proactive behaviors are associated with certain leadership behaviors (Bedarkar & Pandita, 2014). Employees who are engaged perceive their leaders as sharing the organization's stated values and allocating resources in a way that advances the strategy. Furthermore, strong leaders think that being visible and transparent improves staff and customer involvement (Stephanie & Gustomo, 2015). Because line managers give the necessary support for any career management strategy to succeed, effective leadership has a close relationship with them.

3.4.2. QUALITY OF INTERPERSONAL RELATIONSHIPS:

Another factor that predicts engagement and subsequently creative activity in an employee is the caliber of their interpersonal interactions at work (Kwon & Kim, 2019). When interpersonal relationships were dependable and encouraging, psychological safety was enhanced. In addition, these kinds of interactions were open, flexible, supportive, and non-threatening (Kahn, 1990). Thus, a high level of work engagement is expected of an employee who gets along well with his or her coworkers. Furthermore, the study discovered that one of the key determinants influencing employee engagement is relationships inside the team and among coworkers (Anitha, 2014).

3.4.3. TEAM PERFORMANCE:

The present study makes a compelling case that, in addition to engaged workers being a factor in enhancing team performance, team performance may also be a factor in employee behavioral outcomes like employee engagement. Because those who are actively involved can influence others who are not as actively involved. A well-functioning team that works well together fosters healthy employee engagement much more than a disjointed team. A cohesive team that respects each member's abilities and contributions is more likely to be active and effective. Everyone in a team has the opportunity to contribute their abilities, enthusiasm, and ideas to the larger team and organization when they work together, share resources, and communicate clearly and frequently. One crucial factor in understanding the connection between worker engagement and team performance is the transference or crossover of engagement from one individual to another (Wigston, 2019).

3.4.4. PRODUCTIVITY

There is a negative correlation discovered between employee engagement and unproductive work behavior (Wahyu AD.), and a positive correlation between employee engagement and corporate citizenship behavior. Employees who are highly engaged connect deeply with their professional tasks. They put in a lot of effort every day to meet the demands of their jobs and responsibilities. In addition, they go above and beyond the call of duty to free up resources as they complete tasks and reach their objectives. Nonetheless, a person is more likely to act in an unproductive manner at work if he has unfavorable opinions about his job.

3.4.5. COMMUNICATION

An international energy company had started a leadership excellence project to manage skills that result in highly engaged workers and create a talent pipeline. Employees who comprehend the strategies, plans, and systems in place for remuneration exhibit higher levels of engagement, according to a study on the impact of reward programs on employee engagement. Effective communication between coworkers and the company is the first step toward long-term engagement (Dale Carnegie).

3.4.6. TEAM DIVERSITY AND INCLUSION:

The dynamics of participation within teams are influenced by the diversity of viewpoints, experiences, and abilities. Engagement levels are typically greater in teams that welcome diversity and cultivate an inclusive atmosphere where all members feel heard, respected, and appreciated. Making the most of the talents of a varied team boosts innovation, creativity, and problem-solving, which raises the effectiveness and engagement of the team as a whole.

3.5. JOB-RELATED FACTORS

Since job-related characteristics have a direct impact on how people view and interact with their responsibilities within the firm, they are important determinants of employee engagement. Organizations must comprehend these aspects of the job to create roles and responsibilities that complement workers' abilities, interests, and drives, increasing productivity and engagement. The following are some significant work-related variables influencing employee engagement:

3.5.1. OPPORTUNITIES FOR CAREER DEVELOPMENT

To prevent employees from feeling stagnant and leaving, organizations should offer professional growth possibilities (Ngobeni & Bezuidenhout, 2011). Employers that foster a high level of employee engagement give their staff members plenty of chances to grow as individuals, acquire new skills, expand their knowledge bases, and realize their full potential. Additionally, it aids in the retention of exceptional staff members and offers chances for personal growth (Chandani et al., 2016).

3.5.2. TECHNOLOGY UTILISATION

Technology is thought to be one of the variables that could influence worker satisfaction. By using Zoom cloud meetings, video conferencing, online learning, instructional games, chat rooms, rapid and regular feedback communication, social media, and other technologies, employees may easily interact. Technology fosters a strong, intangible relationship with employees by making information about current events in the company easily accessible. This is why it is important for employee engagement. Furthermore, research supports the idea that technology improves employee engagement by giving workers more freedom, cutting down on duplication, and quickening the pace of the workplace (Devi & Jyosthna, 2014).

3.5.3. JOB CHARACTERISTICS

From a SET standpoint, it can be argued that jobs that are stimulating and demanding for employees lead to higher levels of engagement (Saks, 2006). According to Kahn (1990), one of the determining factors was task features that proved hard work, to employ diverse talents & variety, creativity, independent, and clear direction & goals, was what led to psychological meaningfulness. Job features are explained by self-determination theory, which is a precondition for involvement and creativity (Kwon & Kim, 2019). Employee engagement is visible when a subordinate is trusted and believed to have the necessary skills and abilities by their superiors, and when that subordinate is given complete autonomy in their work with minimal input from them (Jena et al., 2017).

3.5.4. EMPOWERMENT

Workers believe that they ought to have a voice in choices that could impact their roles. Moreover, leaders in highly engaged workplaces create a demanding and trustworthy atmosphere where workers are encouraged to challenge accepted practices, be creative, and support the expansion of the company (Chandani et al., 2016). The research verified that there is a significant and favorable correlation between psychological empowerment and its many dimensions and employee engagement (Jose & Mampilly, 2014). Employees with greater empowerment are more productive and extremely satisfied with their work, which also enhances their professional development and employee branding.

4. DISCUSSION

Worker engagement is a complex concept that is impacted by numerous elements at the person, position, group, and company levels. The literature has been compiled in this review study to examine the complex interactions between these variables and how they affect employee welfare and organizational success. The review's primary finding is the understanding of the significance of personal characteristics in influencing employee engagement. Engagement is significantly predicted by individual attributes such as personality traits, job satisfaction, and organizational commitment. Employees who are extraverted and conscientious, for example, are more likely to be engaged, whereas those who are disengaged are more likely to have low work satisfaction or a weak organizational commitment. Organizations may customize engagement tactics to the particular requirements and preferences of their workforce by having a thorough understanding of these personal aspects. Employee engagement has also been found to be significantly influenced by elements connected to the job. Engagement levels are influenced by work diversity, degree of autonomy, role requirements being clear, and job role design. Employee engagement is often stronger in jobs that provide clear career paths, opportunities for skill development, and meaningful work. Additionally, regular feedback, acknowledgment, and the tools needed to do the work well increase engagement and job happiness. Employee engagement in firms is significantly shaped by team-related aspects. Employee perceptions of their workplace and degree of involvement with their roles are influenced by the dynamics of team cohesion, leadership, communication, and collaboration. Establishing trust, mutual support, and involvement among team members is facilitated by strong

team cohesion, competent leadership, and open communication channels. Acknowledging and applauding group accomplishments promotes cooperation and strengthens a sense of belonging, which raises team performance and engagement levels.

Additionally, organizational issues have a significant impact on employee engagement. Engagement levels are strongly impacted by the work environment, communication methods, leadership style, and dominant company culture. Building a transparent, trustworthy, and employee-recognized culture promotes a happy workplace that encourages engagement.

The implications of employee engagement extend beyond individual satisfaction to organizational outcomes such as productivity, retention, and performance. Higher levels of commitment, motivation, and productivity from engaged workers boost an organization's competitiveness and performance. Additionally, cultivating an engaged culture helps organizations remain resilient to change and uncertainty by attracting and retaining people.

5. CONCLUSIONS

In conclusion, this thorough analysis emphasizes the complex network of variables that affect employee engagement and stresses how important it is to the success of a firm. Job-related elements like autonomy and feedback, as well as personal factors like character and attitude, highlight how crucial it is to match positions to employee preferences to promote engagement. In addition, team dynamics—such as cohesiveness and strong leadership—are essential to fostering a cooperative atmosphere that encourages participation. Organizational elements that impact employee experience and sense of belonging, such as culture and leadership styles, are also very important. Organizations are urged to invest in initiatives that prioritize employee engagement as a cornerstone of organizational excellence, given the knowledge that engaged people promote productivity, retention, and overall performance. Organizations can improve performance and maintain their commitment to the success and well-being of their workforce by implementing comprehensive strategies and creating a happy work environment.

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