

## A STUDY ON WORKER INVOLVEMENT

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### ABSTRACT

The cornerstone of each industry is its workforce. Any industry's engaged staff is essential to its success. The relationship between a corporation and its employees determines employee engagement. It is essential to accomplishing the objectives of the company. Engagement among employees fosters a sense of community, which in turn fosters satisfaction. These days, employers want their workers to be passionate, enthusiastic, and proactive at work; they want them to care about their own growth, strive for excellence in their work, and be strong and committed to their jobs. In other words, they need their workers to be engaged. People become engaged when they believe that their employer values their job, that their efforts advance the organization, and—above all—that their own goals of advancement, benefits, and compensation are fulfilled. Implementing different HR strategies that assist each employee and give them a sense of value has therefore become crucial. Using a survey of the literature, this research attempts to investigate the various aspects of employee engagement. The study examines the literature on human resources strategies and the idea of employee engagement. The secondary data used in this study was gathered from websites, books, and referencing publications.

**Keywords:** Organization, Human Resources Strategies, Employee Engagement

## 1. INTRODUCTION

### EMPLOYEE ENGAGEMENT

Workers that are dedicated to their company and actively involved in their job provide businesses with significant competitive benefits, such as reduced employee turnover and increased productivity. Therefore, it should come as no surprise that businesses of all shapes and sizes have made significant investments in procedures and policies that encourage employee dedication and engagement. Therefore, it should come as no surprise that businesses of all shapes and sizes have made significant investments in procedures and policies that encourage employee dedication and engagement. It follows that it is not unexpected that businesses of all shapes and sizes have made significant investments in procedures and policies that encourage employee dedication and engagement. The employee-employer relationship has undergone a substantial change in recent years. Organizations encounter several obstacles in their quest for commercial success because of the struggle for talent, globalization, an unpredictable economy, expectations for ongoing change, and increasingly competitive marketplaces. The psychological contract has changed throughout time; many people no longer have a job for life, and redundancy is a genuine possibility. Additionally, there is proof that modern employers and employees have different expectations than they had in the past. Engagement could potentially be the "deal-breaker" for businesses looking for long-term success in these more difficult times.

Numerous studies have shown the benefits of employee involvement for the company. Employees that are engaged will put in more effort for the company, work harder than others, and perform their duties with passion. They will be proactive and deliver optimal outcomes for the company. Therefore, it's critical to research the variables influencing employee engagement, so contributing to the advancement of industry. A culture that values good communication, constructive criticism, sufficient resources, creativity, confidence in upper management, skill development, collaboration, and independence raises employee engagement. Many firms have seen a rise in efficiency thanks to the adoption of new technologies, skilled labor, benchmark practices, and technical education. Due to the global business environment and growing competition, having motivated and contented personnel is insufficient to produce the required business outcomes. Employee satisfaction may merely result in them meeting work requirements, but this may not necessarily translate into improved performance. Organizations must prioritize more than just employee satisfaction if they want to compete effectively. Employers encourage their staff to put their best effort and competencies into their work; otherwise, they risk losing some of their most valued workers. As a result, contemporary companies want their workers to be passionate, upbeat, and creative at work; they also want them to embrace challenges for personal growth, aim for excellence in their work, and be vivacious and committed to their jobs. When employees believe that their employer values their work, that their efforts advance the objectives of the company, and—above all—that their own ambitions for advancement, benefits, and compensation are fulfilled, engagement is attained.

## 2. REVIEW LITERATURE

The literature that conceptualizes employee engagement is the main topic of the review. With the use of a literature analysis, this study seeks to comprehend the ideas behind employee engagement and identify its motivators.

### Employee Engagement

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**Sundaray, Bijaya Kumar (2011)** This study focuses on the several elements that contribute to employee engagement and what businesses can do to increase employee engagement. When engagement techniques are properly implemented, the effectiveness of the business will rise in terms of increased quality, productivity, profits, customer happiness, staff retention, and adaptability.

In 2015, **Vipul Saxena and Rachana Srivastava** Employee engagement, according to this study, is the degree of dedication and participation a worker has with his or her company and its principles. An employee's attitude toward their work, coworkers, and organization whether favorable or negative affects their willingness to learn and perform at work. Employee commitment, loyalty, and productivity are all directly impacted by employee engagement, as is lower attrition.

In 2015, **Nadia Nazir and Shazia Zamir** The study's goals were to ascertain how organizational culture and employee performance relate to one another. The results show that there is a positive correlation between organization culture and employee performance and that there is no discernible difference in the responses of employees by gender with regard to these two factors.

(**Lovelace, K. J., & Parent, J. D. 2015**) According to this research, human adaptability to change can be enhanced by an organizational culture that is supportive. Its leaders and management have a big impact on its culture. There is ample proof that the concept of positive psychology may be applied to improve employee engagement and alter the culture of a company. Businesses, managers, and employees can all gain from positive psychology.

**Tanwar, Anjum (2017)** According to this study, employee engagement is a relationship between the worker and the company; an engaged worker is one who is totally focused on and passionate about their work and who takes proactive steps to advance the goals and reputation of the company. Concepts like job happiness, employee dedication, and organization citizenship conduct serve as the cornerstones of the employee engagement architecture.

The **Institute of Employment Studies (IES)** defines employee engagement as a favorable attitude that staff members have toward the company and its principles.

"The state in which the individuals are emotionally and intellectually committed to the organization's goals" is how Hewitt Associates defines "employee engagement."

Engagement, according to the Corporate Leadership Council (CLC), is the degree of workers' dedication, effort, and wish to remain with a company.

(**Dr. K. Kalpana and T. Suhasini, 2018**): According to the survey, employee engagement is a complex undertaking that cannot be completed by training programs alone. Organizations can increase employee commitment, decision-making skills, and opportunity thinking to increase engagement. Reduced intentions to leave and an increase in creative work-related activity are the outcomes of employee engagement.

According to a 2015 study by **V. Siva Kumar**, a high degree of employee engagement boosts an organization's growth and serves as a retention tactic. This survey shows that private bank employees are not satisfied with their level of participation.

(**Dr. R. Gayatri and NP Myilswamy, 2014**): Their study, "A study on Employee Engagement: Role of Employee Engagement in organizational Effectiveness," comes to the conclusion that employee productivity and retention are influenced by the degree of engagement. Employee engagement increases productivity, profitability, safety, loyalty, and retention, all of which contribute to organizational effectiveness. Additionally, workers that put a lot of effort into their work are more engaged.

According to **Johnson (2011)**, if used appropriately, engagement data can serve as an organization's warning system. The study finds a negative relationship between the organization's EE levels and particular occurrences of workplace deviance.

In 2010, **Sweetman and Luthans** described Engagement is a state-like phenomena that is described as an affective-cognitive state-like condition from a psychological standpoint. It is not as pliable as fixed attributes like personality traits, nor is it a transitory state like mood. It is thought to be rather stable.

Given that managers cannot rely on employee satisfaction to retain the best and the brightest, employee engagement becomes a crucial concept. (**Fernandez, 2007**) illustrates the differences between job satisfaction, a well-known

construct in management, and engagement, contending that the two are not the same.

According to a **2007 study by Towers Perrin**, companies with more engaged workers saw yearly increases in operational income of 19% and earnings per share (EPS) of 28%.

Organizational commitment, according to **Saks (2006)**, is also different from engagement in that it refers to an individual's viewpoint and attachment to their organization, whereas engagement could be defined as the extent to which an individual is absorbed in the performance of their role and focused on their work, rather than just an attitude. Furthermore, OCB emphasizes formal role performance over simply extra-role and voluntary behavior, even though it includes both voluntary and informal behavior that benefits coworkers and the company.

According to a 2006 Conference Board of the USA publication, employee engagement is defined as a person's stronger emotional bond with their company, which motivates them to put in more autonomous effort at work.

(**Mc. Bain 2006**), He claims that employee engagement is a contemporary idea that characterizes workers' dedication, contentment, and interest in their jobs.

(**Robinson, 2006**): He contends that creating an environment in the workplace that fosters good feelings like pride and involvement can increase employee engagement, which in turn boosts organizational performance and lowers employee turnover.

(**Mahendru and others, 2006**) described The degree to which employees take pleasure in, believe in, and feel appreciated for their work is known as employee engagement. It refers to the level of dedication a person exhibits to the job and the length of time they stay with the company as a result of that dedication.

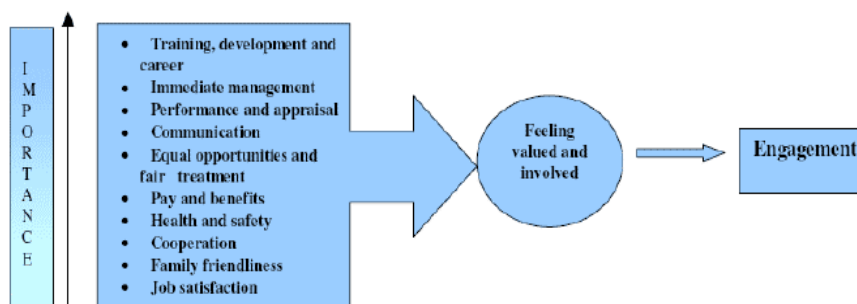
According to (**Stockley, 2006**), "engagement" is the degree to which a person demonstrates their dedication to the organization's mission, purpose, and values by their behavior as an employee and their attitude toward the company and its clients.

Employee engagement, according to **Robinson et al. (2004)**, is a favorable attitude that staff members have toward the company and its principles. An employee who is engaged responds to the work environment and collaborates with coworkers to enhance job performance for the benefit of the company. A two-way interaction between the employer and employee is necessary for the business to make an effort to foster and promote engagement.

In **2013, Madhura Bedarkar and Deepika Pandita** carried out research on the topic of "Employee Engagement Drivers Impacting Employee Performance." According to the survey, work-life balance, communication, and leadership are the three factors that influence employee engagement.

In **2003, the Institute of Employment Studies (IES)** According to the IES 2003 study, they created a diagnostic instrument that identifies a number of factors that contribute to a sense of involvement and worth.

Robinson found that the main factor influencing employee engagement is feeling appreciated and participated.



Numerous elements have been found to influence an employee's degree of engagement in an organization during the course of study undertaken worldwide. The work that follows discusses a handful of them.

## 1. Career development

Opportunities for personal growth High-engagement organizations give their staff members the chance to grow professionally, pick up new skills, gain new knowledge, and reach their full potential. When employers invest in and plan for their employees' career trajectories, they become the company's greatest asset. Effective personnel management Career development affects employee engagement, keeps the best talent on staff, and offers chances for personal growth.

## 2. Leadership

When workers witness their immediate superiors praising them, they become more engaged with the company. The two aspects of management leadership that have been proven to have the greatest impact are clearly communicating the vision and being a competent manager or mentor.

### 3. **Effective Management of talent**

A culture that encourages employee engagement values the variety of abilities and skills that employees bring to the table and encourages them to strive for and realize their future goals. He Among other things, it is believed that successful management has a significant impact on employee engagement.

### 4. **Clarity of Company Values, Policies and Practices**

The relationship between employers and employees is defined in large part by HR practices and rules. To increase participation, it is important to give workers the impression that the values of their organizations are unmistakable and clear. It was also discovered that employee engagement was antecedent to value.

### 5. **Equal opportunity and fair treatment**

If their managers gave every employee the same chances for development and promotion, employee engagement would be strong.

### 6. **Communication**

The open door policy should be adhered to by the company. Both upward and downward communication should occur within the organization through the proper channels. Employee involvement is likely to be strong if they have a voice in decision-making and the right to be heard by their supervisor.

### 7. **Quality of working relationships with peers, superiors & subordinates**

No amount of benefits can convince workers to perform at their highest levels if they have a strained connection with their management. How employees feel about their relationship with their boss is directly reflected in employee engagement.

### 8. **Performance appraisal**

A fair assessment of a worker's performance is a crucial factor in figuring out how engaged a worker is. Employee engagement will be high in a company that uses an acceptable performance appraisal technique that is transparent and impartial.

### 9. **Pay and benefits**

To encourage people to work for the company, the wage structure should be appropriate. The employee should receive specific incentives and compensation in order to increase his levels of involvement.

### 10. **Health and safety**

According to research, when workers don't feel safe at work, their levels of engagement are poor. Therefore, for the sake of their employees' health and safety, every firm should implement the proper procedures and processes.

### 11. **Job satisfaction**

An employee can only get engaged if they are satisfied. Therefore, it is crucial for a business to make sure that the job that is assigned to an employee aligns with his career aspirations. This will ensure that the employee enjoys his work and is ultimately content with his position.

### 12. **Family friendliness**

A person's job life is influenced by his family life. An employee will develop an emotional bond with the company and become more engaged when he understands that it is taking into account the needs of his family as well.

### 13. **Co-operations**

Employees will be engaged if the entire organization comes together to support one another, that is, if bosses and subordinates coordinate effectively.

## 3. **CONCLUSION**

Constant communication at every stage of the program is vital for a firm to successfully implement an employee engagement program.

Additionally, management must fully support the employee engagement initiative in order to hold all managers accountable. Employers can increase employee commitment, decision-making skills, and opportunity thinking to increase engagement. Employers must foster in their staff a sense of community, positive feelings about their work, and involvement.

Employee perspectives should be prioritized, and they should be given the chance to be heard. The organization's culture will become more open as a result of senior leadership transparency. Top management and business executives' trust will guarantee the program's execution and promote wholesome, encouraging interactions at all levels. All things considered, increasing employee engagement is a long-term endeavor for businesses of all stripes.

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