Employee Engagement: A Key to Improve Performance

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Abstract

Employee Engagement is the term that signifies the quality of relationships with teammates, developing a positive attitude towards the social environment, and acting as an auto-catalyst to the employees in recharging their capacity to feel connected with the organization for working more proficiently, with an ultimate objective of building up a strong sense of belongingness with the organization they work for, thus giving rise to the concept of life-long engagement with, in reducing or no attrition of the workforce, delighted workplace to be cherished with as a result increasing the bottom-line of the organization with elated customers, which are of paramount importance in the era of knowledge transformation. An ecstatic customer base and captivated employees are the most important facets of any business and are of immense importance in developing a competitive advantage for the organization in the present era of a severe competitive environment without which the business's success is impossible to imagine. Employee engagements, not being so old a concept, have evolved in consonance with the disruption in the business environment, particularly in this 21st century. The concept of employee well-being or satisfaction or remaining happy has been shifted to the backyard of modern human resource managers as all these are short-term motivators rather than long-lasting ones for the employees. Employee engagement is alluring to human resource management practitioners due to its direct implication for workforce retention, job contentment, and happiness. Management practitioners must direct and provide the required liveliness in the right direction for many overjoyed outcomes.

Keywords: Competitive advantage, Employee commitment, Employee engagement, Organizational performance.

Introduction

Executives consent that this modern era requires more efficacy and proficiency compared with the distant past. Business firms are attempting to enhance their performance. To put the organizations in front of opponents, managers have been struggling with many criticisms. Due to technological facilities, business firms are taking advantage of modern operation technologies. These modern technologies create more contradictions for executives since they require diverse workforces to have sufficient technological and occupational knowledge. They speculate on effective freedom, job accomplishment, and stratum. Since managers are moving forward, the employees' side of organizations. Employers are always trying to keep their employees engaged in the job. Managers have realized that they can build more competent and prolific manpower through employee engagement (EE). Specific progressive measures adopted by the organization can only be successful if deliberate contribution/participation and workforce involvement. As a notion, EE is enormous. The current paper limits itself to reviewing only the underlying ideas on EE based on current literature. The research gap, which is about conceptual confusion, can be minimized by formulating a working definition of employee engagement. The current paper has been segregated into four substantial parts. The first part explores the evolvement of the concept and its delineation. The second part debates the components moving toward engagement. The third part discusses the effect of EE on the organization's performance outcomes, like cost-effectiveness, customer gratification, organizational development, and productive capacity. The final part points out that the organization should create manifestos to keep employees engaged.

The objective of the study is to demonstrate the impact of Employee Engagement & organizational performance. According to a precise definition provided by Gallup, engaged workers are passionate and committed to their jobs and the workplace. They propel performance and creativity, foster a high level of engagement, and facilitate the organization's advancement. However, dedication to the job also means allegiance to the company. It's a gauge of a worker's enthusiasm for their work, commitment to the mission and vision of the company, and readiness to make an extra effort to forward the organization's objectives. It requires an emotional connection and active participation in addition to job fulfillment. Motivated, practical, passionate workers tend to stick with their current company. They are also less prone to miss work and more willing to go above and beyond and provide creative ideas. Productivity, customer satisfaction, profitability, and overall business success are just a few of the business outcomes that can be strongly impacted by an organization's degree of employee engagement. Employee engagement is an ever-evolving idea. The devoted workforce demonstrates a sentimental attachment while carrying out their tasks and obligations and will demonstrate a psychological involvement while carrying out these tasks (1, 2).

The Evolvement of Employee Engagement

Many referrals identify EE to study syndicates and consulting services. It is less considered an institutional conception. Generally, this concept is unfamiliar to human resource management and has emerged in published writings for approximately twenty years (3-5). The term EE first emerged in 1990 in a scholarly journal. In 1999, the book "First Break All the Rules" supported the rise of the word 'employee engagement' in popularity in the business community. The term EE originates from commitment and organizational citizen behavior (OCB), which have won institutional identification and have been the context of the observational study (6). EE has similar aspects, and it goes with commitment and organizational citizen behavior. Neither commitment nor OCB mediates two attributes of engagement effectively, but its two-directional quality and the level to which committed

workforces would like an aspect of business awareness (6).
Employee engagement indicates a reciprocal shared practice among the workforce and the organization (3).

Delineation of employee Engagement

If communication and relations between employees and employers are good, then it will create a positive perception and high employee engagement. To attain comparative strength, engaged employees are considered an asset for the organization (7). Compensation was the critical contributor route for/towards engagement. The penalty could be positively acclimated to impact employee engagement. Managers should adopt transformational and authentic leadership styles because these styles are the most engagement-friendly/active engagement leadership styles (8). As a mediation variable, employee engagement has an active role that relates to the impact of rewards and allowances on employee performance. Employee commitment will have an impact on improving employee performance (9). Employee engagement influences the organization's performance, which has been found to promote employee motivation (10). Employees will circulate negative sentiments among other colleagues if they are operating in a negative vibe. The sentiments accommodate a negative vibe in the workplace (molestation, domineering, and avoidance) that could be harmful and result in less tension, exhaustion, depression, and agitation among employees. Employee happiness will influence the behaviors of employees, which will enhance job performance and employee engagement. Employee engagement brings coherence to the organization. Employees' sense of belongingness is optimized when they get organizational support. Generally, the engaged employees are cool headed and sentimentally attached to the vision and mission of the organization (11). Transformational leaders develop a deep bond between leader and followers, which diminishes a follower's hesitation to encompass organizational change and improves employee engagement and followers' faith in leadership, which accelerates employee engagement (12). Engaged employees will help an organization attract more

capable potential employees. Current organizations seek individual factors that may enhance organizational engagement (13). Baby Boomers, Generation X, and Generation Y had high employee engagement. So, if the engagement level is higher in the organization, the performance level is better, and vice versa (14). EE had a high impact on job performance. There is a change in the contextual performance of employees through organizational culture. A trustworthy and innovative culture should encourage employees to be more committed to their work (15). A genuine recruitment and selection process with ample employee training and development will enhance organizational performance and success. Ultimately the success of the organization enhances employee satisfaction and engagement (16). e-HRM helps to maintain better relationships with co-workers, which increases engagement, and in turn, it ultimately helps to improve employees' productivity. In the e-HRM environment, the impact of EE on employee efficiency is enhanced with the help of facilitating conditions and a supportive environment (17). EE instances are less noticeable to younger workers due to their lack of work experience. Management and HR professionals should understand the importance of EE in the operative performance of the organization and explore ways to enhance employee commitment (18).

Managers should evolve well-constructed policies to attain a high work engagement level among employees. Also, employees should be provided with proper communication, career development, and remunerations to increase employee engagement (19). Organizations should develop a favorable environment for employee engagement by equipping them with adequate organizational support to explore their positive mindset, characterized by vigor, devotion, and attention (20). Scientific management suggests it is crucial to investigate the driving forces that persuade the human factor analytically. The systematic investigation was constituted to enhance productive capacity through employee engagement, uniformity, and collective intellectual work (21). Managers should be keenly interested in enforcing suitable HR practices and significant parameters for yielding positive EE (22). EE is a determinable level of a wage-earner favorable or unfavorable deep-seated loyalty towards his work, co-workers, and organization, affecting his mobility to assimilate and be engaged at work (23). EE is an amazingly delicate phenomenon that is difficult to prosper and preserve because the exposition of employment conditions mainly creates it. A company should comprehend the relevance of staff members, above all remaining variables, as the predominant subscriber for its comparative strength (24). Appropriate consideration of engagement policies will enhance organizational efficiency based on enhanced performance, net income, eminence, customer satisfaction, employee detainment, and extended flexibility (25). EE is the deceptive power that inspires employed personnel to achieve superior outcomes. This desired power combines dedication, faithfulness, prolificness, and proprietorship. It comprehends the sentiments and perspectives of workforces en-route toward their work and organization (26). Engagement relates to intensity and responsibility, the mobility to empower oneself and amplify one's spontaneous endeavor to assist the employer in succeeding, which is ahead of effortless happiness with the job contract or fundamental adherence towards the executive (27-29). It is a mental condition where employees sense a hidden agenda in the organization's achievement, and both employer and employees are delighted and encouraged to carry out the specified work demands (30). Engagement is a reciprocal association between employees and employers. In this case, employees are emphatically, psychologically, and rationally dedicated to organizational development, primarily by allocating versatile power permanently (31, 32). Employee engagement has been identified in various manners. Some researchers debated that the delineations sometimes sound identical to organizational commitment and citizenship behavior. Engagement is more advanced than commitment (6). As a result, some researchers might call it "old wine in a new bottle.

3 P's in employee engagement

Employees are the heart and soul of a company. They are how a business obtains success, but they can also be a business owner's most significant expense. A company can achieve ever-increasing growth and

profit by engaging with good employees. However, if your workers become disengaged and unmotivated, they can become a massive source of wasted time and money in most companies. To keep employees engaged long-term, cultivating engagement is possible through three Ps: Purpose, People, and Progress.

Purpose is the foundation of any company. Businesses should be clear as to why the business exists and what it stands for. Connecting people to the purpose drives passion and empowers everyone to clearly see the things that work and those that don't.

People are attracted to passion. Everyone wants to be part of something larger than themselves. Getting clear on purpose makes your company a magnet for people excited by its purpose. The company becomes a way for hopeful employees, customers, and partners to express who they are and what they care about. Businesses need to hire the right people, put them in the right places, then get out of their way.

Progress is highly encouraged to make progress visible, as it feeds motivation. It keeps everyone in the game and focused on winning. Engagement evaporates without a way to keep score, and efforts quickly feel futile. Engaged workers will amplify the effectiveness and efficiency of a business.

4 E's in employee engagement

The 4 cornerstones of Employee Engagement are Enablement, Expression, Empowerment, and Environment. To create a workplace of truly engaged employees, each of these four cornerstones must be alive and thrive in an organization.

Enablement is providing employees with everything they need to do their best work – and removing any obstacles that might hold them back. It's giving them a budget to outsource specialist skills. It's signing off the equipment they need to do their job properly. It's letting employees work flexible hours around their other commitments to help reduce the stress in their lives.

Empowerment is all about giving employees the autonomy to do things their way. Job autonomy has a significant impact on both job satisfaction and performance. Job satisfaction leads to employee engagement.

Expression comes from regular interaction with teammates to voice their opinions, share feedback, and contribute ideas. Employees are much more likely to go the extra mile when they're playing their part as part of a team, they feel like they belong to. Employees feel more engaged at work when they feel their voice is heard.

The environment isn't just about where employees work. It also encompasses overall organizational culture, behaviors that are (and aren't) considered acceptable in the workplace, and employees' work-life balance. A toxic workplace environment is a one-way ticket to sky-high employee burnout, turnover rates, and rock-bottom engagement.

5 C's formula in employee engagement

The 5 Cs of employee engagement—Care, Connect, Coach, Contribute, and Congratulate-are critical for building a motivated and productive workforce. By implementing these strategies, organizations can improve employee satisfaction, retention, and overall performance.

Care: It is essential to understand the individual needs and desires of employees. Organizations can create a more engaged workforce by tailoring support and benefits to meet these needs. Caring can manifest in various ways, such as providing flexible work arrangements, mental health support, and recognition of work-life balance.

Connect: It emphasizes the importance of building strong relationships within the workplace. Organizations should encourage open communication and opportunities for employees to interact and collaborate to improve employee engagement.

Coach: Coaching plays a significant role in helping employees reach their full potential. By investing in coaching and mentorship through 360-degree feedback and employee recognition, businesses can nurture their employees' growth and help them realize their potential. This leads to higher job satisfaction and loyalty, ultimately driving employee engagement.

Contribute: Employees increasingly seek personal value and meaning in their work. Connecting performance to the larger organizational mission and goals is essential to make employees feel like their contributions are valued. Encouraging

employees to contribute to the company's Corporate Social Responsibility goals actively can also help increase engagement.

Congratulate: Recognizing and appreciating employees' efforts is vital to maintaining high levels of engagement. By creating a culture of recognition and celebrating achievements, employers can motivate their workforce and make employees feel valued. This boosts morale and creates a positive work environment, increasing engagement.

Engagement is a satisfied, productive, occupational mental condition delineated by an individual attachment accompanied by willingness, passion, determination, and fascination (33, 34). Engagement is the cognitive existence, awareness, or analytical abilities of the workforce consuming time dreaming about a role and their enthusiasm to consider the role (35). Engagement is the contemporary situation and appearance of a person's perception of work behaviors that foster association with the workplace and others, physical existence and attentiveness, and full role performance (36). Psychologist William Kahn has introduced the terms "personal engagement" and "personal disengagement" to characterize two opposed spectrum extremes that relate to how people hold job roles. Individuals engage "Physically, Mentally & Emotionally" in their work at the Personal Engagement. On the other hand, after reaching the "Personal Disengagement" stage, they separate and stop playing the role. By comprehending psychological aspects, organizations can improve employee engagement and loyalty.

Components Moving Toward Engagement

Numerous researchers have validated to determine components steering toward employee engagement and evolved models to frame some influences for managers. The demarcation at the workplace is a valuable way of bringing together both employer and employee, along with employees who experience a feeling of togetherness and get a chance to contribute to achieving organizational goals (37). Workforces are keen to have jobs in organizations where they identify sum and substance on the job. Researchers propounded the "Hierarchy of Engagement" model, which seems to be like Maslow's "Need Hierarchy" model (37). The basic requirements of rewards and accommodation are the primary concern. Once

employees are pleased with these requirements, they look to the advancement perspective and the potential for setting up the ladder. After that, the managerial approach will be commenced into the model. At last, since each specific aforesaid ancillary expectation has been fulfilled, employees look to an arrangement of quality significance demonstrated by a correct sensibility of the alliance, a general objective, and reciprocal affectivity at work. An executive should follow five points to constitute a strongly committed human resource (38).

Regulate considerations with guidelines.

➢ Privilege
➢ Foster and provoke joint effort and synergism.
➢ Support people to evolve and enroot.
➢ Provide support and acknowledgment where applicable.

Managers are the key to committed manpower. Employees who have close companionship on the job are very committed (39). EE is inevitably connected with employer principles. He displays a task execution framework to illuminate en-route employer principles that influence task execution and engagement. In his opinion, EE is the effect of distinctive features like cognizance, intelligence, competencies, propensity, state of mind, and distinctiveness, the organizational setting, which comprises hegemony, physical and community activities, and Human Resource practices that explicitly impact the human being, mechanism, and backdrop elements of execution at work. The most determining factors revealed to accelerate EE are non-economic due to its composition. In this manner, any establishment with enthusiastic hegemony can obtain the yearned degree of commitment cost-effectively. That does not indicate that managers should overlook the monetary attributes of their employees. Performance ought to relate to remuneration. Rewards and allowances are equally crucial for each employee (40). A firm's remuneration should at least be homogeneous to the market price. However, welcoming rewards and allowances encased at market levels won't procure a firm far away.

Linkage between Employee Engagement and Organizational Performance

Employee engagement is joined substantially with crucial trade performance. The literature review found a positive association between EE and organizational achievement outcomes, such as workforce preservation, productive capacity, cost-effectiveness, client relationships, and safeguarding. According to the researchers, the rededicated the workforce is, the more likely their supervisor will surpass the organization's average supplemental income. EE is considered the maximum in twofold digit development firms. EE is favorably associated with client gratification (41-44). A dedicated workforce continuously reinforces three generic actions that intensify organizational performance (45):

● Speak- the employee moves for the alliance to fellow members and indicates prospective employees and clients.

● Stand- the employee has an outstanding inclination to be amongst the organization irrespective of scope to work elsewhere.

● Seek- the employee enforces extended duration, endeavour, and aggressiveness to help the business succeed.

Employees who are not committed to their work tend to be twisting (despoiling their endeavor and competency on activities which are not essential), composing (transparently do not demonstrate complete dedication, not downhearted so much to leave), and excruciating (they are not remaining with the things to transform in their organization), have considerably higher hesitance regarding the performance measures of their organization including client gratification (27, 42). Uncommitted workforces are more likely to cost their organization. Managers should gaze upon the subsequent ten points to have committed employees. These points are called "tablets" because they are presumed to treat the employee detachment illness successfully. Respond to these ten tablets. Many organizations do have comprehensible fresh talent search manifestos. Despite that, they require employee detainment manifestos. Operative enrollment and orientation curriculums are the early steps to be applied on day one for the apprentice. Executives must be cautious in extracting the prospective competency of the apprentice by way of operative enrollment. Newcomers might be given customary induction which relates to the vision, mission, strategies, values, and job-specific configuration like work responsibilities and obligations, aims, and ongoing preferences of the department to which those employees have a place keeping in mind the end goal to empower realistic job expectations and reduce role conflict which may go out sometime later. Once the recruitment process is over, the manager must ensure the principle of "right people at the right place at the right time" and try their best to retain the best talent for organizational development. Employee engagement involves headship liability through endowing well-defined obligations, values, and vision. Until the executive level reckons on it, identifies it, delegates/hands over it to the middle and lower levels, and amplifies their headship, EE is not at all apart from recognized corporate/business mania. EE fails to require insincerity instead of enthusiastic nobility and pragmatic service from the executive level. It obliges by Being an example.

Executives should enhance interactive transmission. Wage-earners are only sets of pots on which you overspill your viewpoints if you allow them a lucky break to have a remark on matters related to their livelihood and existence. Understandable and persistent transmission of what is anticipated prepares them for committed human resources. Engage your workforce and eternally express respect for their effort. Distribute authority among employees through collaborative decision-making; thus, they might perceive a social bond, enhancing their engagement in understanding it. Motivate/inspire autonomous viewpoints by giving them more job indulgence; therefore, employees will be free to select the best possible way of doing their work if they yield the anticipated outcome. Regulate via outcomes instead of administering all the procedures for acquiring that outcome. Executives must ensure that the workforce has all the required assets, such as substantial or tangible, monetary, and information assets, to effectively achieve their work. Support employees in streamlining the enhancement of their knowledge and competencies by providing adequate training. Usually, it is understood that when employees become acquainted with their jobs, their self-confidence is enhanced. Therefore, they can do their work without much supervision, which builds their self-confidence and dedication.

Organizations should reinforce a substantial feedback system that considers managers and employees liable for the level of dedication they have exhibited. Carrying out routine overviews of employee engagement levels assists in distinguishing determinants that make employees committed to their jobs. Once the overview is done, it is recommended that all the determinants that motivate engagement in the organization be regulated; furthermore, the list of determinants should be reduced to emphasize a few areas.

Measuring employee engagement can be done through engagement metrics. Employee engagement metrics provide valuable insights that enable organizations to identify areas to improve and enhance employee engagement. Sentiment analysis, Employee Net Promoter Score, One-to-One Meetings, and Exit Interviews are the employee engagement Metrics.

HR can assist the company in managing employee engagement more effectively and ultimately promote motivation, productivity, and retention by employing a matrix of engagement predictors (organizational process, values, management, role challenge, work/life balance, information, reward/recognition, work environment, and products/services).Employee's productivity and decision to remain with the company or leave and possibly join competitors are based on their level of engagement (46).

Organizations must start with an intensification of the determinants that will have the most influence on the employees and bring determination around progressing in these areas because it may be complicated to address all determinants simultaneously. Managers are supposed to be behind such survey outcomes and set up result-oriented policies that are distinct, assessable, responsible, and limited in duration.

Executives should exercise monetary and non-monetary benefits for employees more committed to their work. Numerous management philosophies have delineated that employees are inclined to utilize extra force toward their jobs whenever they receive more compensation, appreciation, and compliments. There should have been a strong association between the compensation given to employees and their performance. Organizations should foster a cohesive work culture. After that, the intentions and ethics of executives are lined up over the entire area of work. Establishments that set up a way of life of reciprocal affection by preserving success stories alert won't just hold their prevailing workforces committed but also nominate the new approaching employees with this prevailing in line with employment conditions.

High-yielding organizations are concentrating on captivating their fast-paced workforces. Because top performers are the ones who, down the line, will help you come up with better ideas, they will provide you with the most valuable feedback. They will make quality hiring recommendations and take the responsibility off your shoulders. Adequate research is scarce regarding the provocations that entrap with executives' exertion to enhance employee engagement scores. Many research professionals concentrate on identifying the components persuading engagement; despite that, they are still determining clearly expressed manifestos to come in for work forces engrossed in carrying out their duties. The proposed manifestos will have monetary/economic consequences on establishments. Despite that, research professionals must indicate the cost of enhancing employee engagement.

Conclusion

There has yet to be a consensus definition for employee engagement. The field of engagement research is still in its infancy and is working to define engagement in a more precise and widely accepted way. Research suggests a strong correlation between organizational performance outcomes and staff engagement. Organizations that foster employee engagement witness a decrease in staff attrition and intention to quit, as well as increased productivity, profitability, expansion, customer satisfaction, and vice versa. The results of several studies offer their methods for maintaining employee engagement. The study explores the concept of employee engagement and highlights critical drivers of employee engagement. Employers must allow their staff to create an engaging work atmosphere and allow them to make their work fascinating. The most valuable resource for any company is its workforce, and if they need to be given more time and space to

combine work and play at work, they may get disengaged. Employees and organizations depend on one another to achieve their aims and objectives. Employee engagement should, therefore, be ingrained in the company's culture rather than a one-time event. Continuous learning, development, and action should characterize employee engagement. Therefore, it is imperative for organizations nowadays to proactively strive towards meeting the expectations of their workforce since this will directly impact employee performance, which in turn affects the organization's success. The research demonstrates that EE is strongly associated with the organization's performance results. Organizations with committed employees have higher employee retention due to decreased net sales and decreased inclination to quit the organization, as well as productive capacity, cost-effectiveness, advancement, and customer satisfaction. Conversely, organizations with uncommitted employees need help with the misuse of endeavor and depleted skill, gain limited dedication from the employees, encounter expanded unexcused absence, less customer satisfaction, less production capacity, and decrease in the rate of returns and disposable incomes. Many research professionals pinpoint EE's relevance and favorable outcomes solely on employment performances, ignoring to bestow the profitability assessment for engagement determinations. Therefore, it is necessary to investigate the cost factor of engagement determinations. Determinations of divergent investigations recommend their manifestos to continue being work forces involved. This paper recommended ten manifestos to keep employees engaged; they are called ten tablets. A wide range of fields can benefit from artificial intelligence. These instruments can analyze a variety of parameters in the future.

Abbreviations

EE- Employee Engagement, OCB- Organizational Citizen Behavior, e-HRM- e-Human Resource Management, HR- Human Resource

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AM: Conceived the presented idea, developed the theory, and performed the computations, wrote the manuscript, methodology design, and drafted the final manuscript; SB: Supervised and reviewed the manuscript.

Conflict of Interest

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