

EMPLOYEE ENGAGEMENT: A REVIEW ON FACTORS INFLUENCING EMPLOYEE PERFORMANCE

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Abstract: Over the past decade, employee engagement has gained considerable importance. Organization today use engaged employees as a tool for strategic partner in the business. Employee engagement is an essential part of organizational fulfilment. Employee engagement predicts the employee outcomes, organizational fulfilment, and financial performance. Employee engagement impacts on the employee satisfaction. That means proper employee engagement helps in improving the satisfaction of employees. Employee engagement helps in improved profitability of the organization. Engagement affects employee's overall performance. 'Engaged employees work harder, are more dependable and are more likely to go the 'more mile' for the organization. Engagement is an 'illusive pressure' that motivates an individual to gain better stages of performance.

Key Words:- Engagement, fulfilment, Satisfaction, outcomes, performance, Profitability

1. Introduction

Employee engagement is an exceedingly new concept in the instructional community however has been heavily promoted via consulting organizations (Wefald & Downey 2009b). Using Kahn's (1990) seminal painting as a starting point, the concept of engagement was first added by way of him to explain how we behave at work and how we become engaged or disengaged. He described 'job engagement' as 'the harnessing of organizational participants' selves to their work roles in which humans explicit themselves physically, cognitively, and emotionally all through position performances' (Kahn 1990, p. 694). Being 'present at work' requires a specific intellectual state. Which will be engaged, an character has to assume, sense and act on their activity. Employee engagement can be defined in various ways. Employee engagement means the level of enthusiasm and dedication a worker feels toward their job. A company's success may depend on employee engagement, since it is linked to job satisfaction and employee morale. Engaged employees are more likely to be productive and higher performing. The engagement of an employee is measured by their ability to produce results, not changing jobs frequently, and more importantly, being an ambassador for the company at all times. In other phrases, this mental nation constitutes a using pressure which requires bodily, cognitive and emotional sources. Those assets can be more desirable in certain psychological conditions: meaningfulness (feeling that one is receiving a go back on the funding of the self in the paintings role performance), safety (a sense of being able to reveal and rent oneself without worry of terrible results to at least one's self-photograph or popularity at work) and availability (a feel of owning the physical, emotional and mental sources needed for investing oneself inside the work position). These psychological situations serve as the mechanism with the aid of which individuals connect with their function performance. In comparison, disengagement refers to withdrawal from the paintings function. The dominant contribution by means of Kahn is the identity of the conditions wherein engagement would be probable to exist.

2. Review of Literature

During the research various factors have been found to affect the levels of engagement of an employee in an organisation and the outcomes of effective employee engagement.

Some of them are discussed here:-

Factors Influencing Employee Engagement:

There are some critical factors which lead to employee engagement, which are common to all types of organizations. These factors create a feeling of valued and involved among the employees. The factors which influence employee engagement are:

Recruitment&Selection: Organizations enhance employee engagement by recruiting the right employees for desirable jobs, making offers of employment to them, and convincing them to accept those offers.

Job Designing: Involving challenge, variety, and autonomy in the workplace is likely to produce psychological meaning, and increase employee engagement. The job becomes meaningful and attractive to the employee when it provides him with variety and challenge, which increases his level of engagement.

Career Development Opportunities: Organizations with high levels of engagement provide employees with opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their potential. Career development influences engagement for employees and retaining the most talented employees and providing opportunities for personal development.

Leadership: Employees need to feel that the core values for which their companies stand are unambiguous and clear. Successful organizations show respect for each employee's qualities and contribution regardless of their job level. A company's ethical standards also lead to engagement of an individual.

Empowerment: Employees want to be involved in decisions that affect their work. The leaders of high engagement workplaces create a trustful and challenging environment, in which employees are encouraged to give input and innovative ideas to move the organization forward.

Equal and Fair Opportunities: The employee engagement levels would be high if their superiors provide equal opportunities for growth and advancement to all the employees. Employees feel that they are not discriminated in any aspects within the organization.

Training and Development: It is another important area which contributes to employee engagement. Redundancy of skills has been cited as one of the reasons for employee turnover, thereby indicating the necessity for training, re-training and multi-skill training. Through training will help new and current employees acquire the knowledge and skills they need to perform their jobs.

Performance Management: Performance management processes provide conditions for employee engagement. Performance management encourages managers to have a focus on roles and responsibilities of employees and to include them in the goal-setting process. It promotes acceptance of challenging objectives, and also recognizes and encourages contributions that exceed expectations.

Health and Safety: Research indicates that the engagement levels are low if the employee does not feel secure while working. Therefore every organization should adopt appropriate methods and systems for the health and safety of their employees.

Job Satisfaction: Only a satisfied employee can become an engaged employee. Therefore it is very essential for an organization to see to it that the job given to the employee matches his career goals which will make him enjoy his work and he would ultimately be satisfied with his job.

Communication: The organization should follow the open door policy. There should be both upward and downward communication with the use of appropriate communication channels in the organization. If the employee is given a say in the decision making and has the right to be heard by his boss than the engagement levels are to be high.

Personality factors:-Extroversion and low neuroticism closes in hugely locked in faculty. Components like manager's offer assistance and comments can influence the

subordinate's determination and resolve. He studies sums up the functions of enticing jobs, accompanied by reviewing person persona traits which might be exhibited via engaged employees which includes hardiness, high extraversion, inner locus of control, low neuroticism, high self-esteem and active coping fashion.

Productivity:- A positive relationship is found to exist between engagement of employees and organizational citizenship behaviour and a relationship of negative nature exists between engagement of employees and counterproductive work behaviour. Engaged employees are immensely attached with their tasks at work. They are very determined towards goals that are required of their roles and tasks. They also perform extra work out of their roles as they free-up resources as they accomplish their goals and efficiently perform tasks. However, when the employee possesses negative perceptions about his work he will more likely be engaged in counterproductive work behaviour.

Effective outcomes of Employee Engagement

Employee engagement is an essential part of organizational fulfilment. Employee engagement predicts the employee outcomes, organizational fulfilment, and financial performance. The impact of engagement or disengagement can manifest itself through productiveness and organizational overall performance, outcomes for clients of the business enterprise, Employee retention quotes and organizational tradition. The organizational outcomes of employee engagement are:

Better income and productivity: right Employee engagement will help in incurring better earnings and on the equal the productivity also will increase. As income pass up, the capability for pay or bonus rises additionally increases that's probable to elicit a high-quality feeling in employees and might accordingly increase their feeling of attachment to the corporation. Employee's expertise of the way nicely an company's property are being controlled has a tremendous impact on engagement. There is a robust hyperlink between productiveness and engagement. Employees' know-how of an company's productivity degrees additionally has fantastic effect on engagement. Employee Engagement depends on 4 principal conditions within the place of work which include company's lifestyle, non-stop reinforcement of human beings targeted regulations, significant metrics and organizational performance.

corporate subculture facilitates an employer to connect with the personnel, offers them empowerment in decision making process and develops them to shoulder extra duties.

Non-stop reinforcement happens when an business enterprise frames guidelines which act as facilitator closer to accomplishment of goals with the aid of the employees and thereby the enterprise itself. Meaningful metrics refers to devising performance size criterion in the sort of manner that employees are clear about their desires.

Organizational performance results in pride, activity pride, believe and a experience of belongingness to the employer.

Personnel need to have the feeling that they own the right kind of bodily, cognitive and emotional sources to perform their activity at most excellent stage. An corporation ought to also recognise the way to task and talk the success memories of the employer to the personnel. For this reason employees are able to relate their person performances with the achievement and also apprehend how their performance has a right away effect at the performance of the company as a whole. This contributes closer to more desirable employee engagement. Excessive engagement leads to higher financial overall performance, better productiveness, better consumer pleasure and lower manpower turnover.

Client Loyalty: The personnel who're happy in their work are more likely to create unswerving customers. Engaged employees generally tend to have a better know-how of how to meet patron needs and as a result, consumer loyalty tends to be higher in companies in which the employees are engaged. In the end, this can result in what's occasionally termed 'consumer engagement', wherein there is a intellectual and emotional connection between the corporation and the customer.

Economic achievement: Effective Employee engagement might be having a higher effect on the business enterprise's monetary fulfilment. Employee engagement predicts the employee results, organizational fulfilment, and financial overall performance.

Employee performance: Engagement affects employee overall performance. 'Engaged employees work harder, are more dependable and are more likely to go the 'more mile' for the organization. Engagement is an 'illusive pressure' that motivates an individual to gain better stages of performance.

Dedication & Motivation: excessive degrees of engagement at paintings help employees in 'taking initiative and pursuing learning. Individual level engagement is simply too complicated that allows you to reliably provide an explanation for tons performance and that engagement surveys degree the symptoms of performance instead of the causes. Via imparting incentive plans the personnel are motivate in the direction of the increase in productivity.

Employee Retention: Employee retention rules have received the lion's share of the spotlight. This cognizance on retention however has spawned several research on engagement, considering keeping personnel relies upon the want to have interaction them. Consequently, engagement research are starting to take middle degree. Many researchers have recommended that employees who're glad of their paintings are more likely to stay inside the employer.

Organization lifestyle: Organizational way of life is a giant driving force of Employee engagement, wherein employees need to be expected to paintings together and provide a voice for the purchaser within the organization. Engaged employees are much more likely to recommend the employer as a place to paintings and actively sell its products and services.

3. CONCLUSIONS:

Engagement strategies encompass a diverse of equipment that are useful for raising the human resources if you want to achieve the best degree of efficiency. There may be a prerequisite inside the groups to generate an environment where modem strategies can be completed in engagement with an electricity and ardour as is occurring in personal sector groups. It may be decided that the proper exercise of employee engagement is at once proportional to activity pride and job protection. Engaged personnel are not simply committed to organization, but they guide their mission & goal with the business enterprise assignment and intention. Employee engagement has regularly become an important area of research for enterprises, predominantly so as to get the maximum from their human capital. With increase in responsibilities at home and an aspiration to excel of their careers, personnel often get diverted from their work which wishes to be looked after. An organization ought to understand the significance of employees, more than every other variable, because the maximum powerful contributor to an company's competitive role, corporations and personnel proportion an interdependent relation, in which each are dependent on each different to satisfy their desires and aim.

The employee engagement should no longer be a onetime exercise, however a continuous method of gaining knowledge of, improvement and movement. It is a creativity created to categorize employee engagement with work and believe in the organization main to movement plans for founding a surely concerned workforce that creates internal fee, promises businesses of employment stability and in impact, positions businesses for nonstop improvement and achievement. Therefore, companies nowadays are actively looking forward to intently with and continue on behalf of their employee's expectations and performances.

From the review it become recognized that employees circulate along an engagement hierarchy, that the role of the supervisor is dominant in engaging personnel, and that exceptional classes of employees (know-how people) need a special methodology to degree their engagement stages.

Indication additionally proposes that employee engagement is associated to emotional reviews and well-being.

Research has distinct that own family pressure is related to work stress. However, the causal dating among the two variables is uncertain. Relationships within the workplace have additionally been determined to have an effect on 'meaningfulness', which pertains to engagement.

Engaged employees had been located to be nearly three times much more likely to feel their work lives positively affected their bodily fitness than the ones employees who have been actively detached, even though the causal relationship between engagement and well being is uncertain. Nonetheless, this doesn't change the consequence that engaged employees are more likely than others to view their jobs as wholesome.

Engaged employees are also more likely to show unrestricted behaviour. Engagement has been discovered to be carefully linked to feelings and perceptions round being valued and worried, which in turn produces the types of unrestricted attempt that lead to advanced overall performance. Such proof means that management desires to proportion manage and permit personnel to influence crucial choices. In the event that they do not, they hazard having a staff, which isn't always, and cannot be, engaged.

High degrees of employee engagement will cause improved Employee dedication & involvement toward task and as a result growing a influenced staff, in an effort to paintings collectively to acquire the commonplace desires of the organization. Obtaining skilled staff is simply not enough in ultra-modern changing economic system like ours; Alternatively a lot wishes to be done to maintain, involve and cause them to devoted to the employer and its desires. Hence, engagement is a country in which an individual is not best intellectually devoted however has super emotional attachment together with his/her activity that is going above and beyond the decision of duty so that you can similarly the interest of the organisation. Employee engagement is undoubtedly impacting on the employee's overall performance. The high quality employee engagement results in the decreased attrition price.

Employee engagement influences at the employee satisfaction. Which means proper Employee engagement facilitates in enhancing the delight of personnel. Employee engagement allows in stepped forward inside the profitability of the business enterprise.

Employee engagement facilitates in advanced productivity which ends up in the extended income. The employee engagement helps in minimizing Employee turnover. Contemporary personnel sense that their groups are good for work due to this they may endorse their friends for working in the agency.

Proper employee engagement ratio helps in improvement safety and health conditions of Employee. Absenteeism in the organization is reduced with the proper implementation of employee engagement. Employee engagement helps in improved productivity which leads to the increased profit. The employee engagement helps in minimizing employee turnover. Current employees feel that their organizations are good for work because of this they could recommend their friends for working in the organization.

Employee engagement impacts on the employee satisfaction. That means proper employee engagement helps in improving the satisfaction of employees. Employee engagement helps in improved in the profitability of the organization.

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