Employee Engagement: Requirement and relevance in today’s competitive corporate world

Kushi Sharma, Assistant Professor, ASB, Amity University, Noida

Introduction

Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages, higher productivity and lower employee turnover. Organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces.

The way businesses react to economic Cycles and disruptions, often predicts how well they succeed or if they will survive. During turbulent times of economic depression, many organizations were less focused on how to manage their talent and engage their employees, instead focusing on how to reduce costs by cutting salaries, bonuses, rewards and development costs. Some shortsighted leaders thought that employee engagement no longer matters because their employees have fewer options and will stay because of their need for job security. However, smart leaders realized that while they may need to find short term solutions to cut costs, they also identified longer-term talent management strategies to remain viable. During recovery periods, engagement becomes even more important, as organizations ask fewer people to do more, creating increased risk that good performers of the organisation may leave as conditions improve.

The factors for engagement are unique to all the organizations. There are, however, some fundamental engagement factors that work together to deliver: a great customer experience and profitability. These factors, articulated in Right Management’s Organizational Effectiveness Framework, are a “fit for purpose” structure, people systems and processes that drive the right behaviors, and capable leadership, all existing within a positive organizational culture.

William Kahn, a researcher and professor at the Boston University School of Management, defined the concept of work engagement as “the harnessing of organizational members’ selves to their work roles.(1990)” The concept was later expanded to describe when employees feel positive emotions toward their work, find their work to be personally meaningful, consider their workload to be manageable, and have hope about the future of their work. Other research conducted to create measurement tools for engagement has refined its definition to support a three dimensional concept of engagement. In these studies, work engagement is defined as “a positive, fulfilling work-related state of mind” that is characterized by the following three aspects:

1. Physical Component, or vigor (e.g., “At my work, I am full of energy”);
2. Emotional Component, or dedication (e.g., “I am enthusiastic about my job”); and
3. Cognitive Component or absorption (e.g., “I am involved with my work”).

Employee engagement - [No] company, small or large, can win over the long run without energized employees who believe in the [firm's] mission and understand how to achieve it. That's why you need to take the measure of employee engagement at least once a year through anonymous surveys in which people feel completely safe to speak their minds.

-Jack and Suzy Welch

According to a 2010 Hewitt survey of companies from around the world, half of the organizations responding said they had experienced significant drops in employee engagement, the largest decline Hewitt has seen in more than 15 years of researching the metric.

Methodology

In this research paper, literature review method was used as this is an accepted strategy for summarizing literature on a concept. Integrative literature reviews are considered to be one of the best ways to capture data from various emerging fields. As employee engagement is an emerging topic and being studied by different researchers on various aspects of the topic with varied conceptualization, an integrative literature review method is used and presented in this research paper.

Objectives

The objective of this paper is to find out what is employee engagement from the perspective of various organisations and it throws light on the engagement levels. Different aspects of employee engagement is studied in the paper. It also reviews why employee engagement is required and how employee engagement can be measured.

Employee Engagement: What does it mean

Kahn (1990, 1992), the first scholar to apply the concept of engagement to work, argued that employee engagement is contingent on three psychological conditions in the workplace: Meaningfulness, psychological safety and availability.

Meaningfulness refers to the intrinsic employees attach to performance in the work role. It is influenced by the tasks
employees perform and the roles they fill. Safety pertains to
the sense of whether one perceives freedom to be authentic
in the work role. Its primary determinant is the perceived
quality of interpersonal interaction employees experience at
work. (May et. al, 2004)

Employee Engagement is the positive feeling that
employees have towards their jobs and also the motivation
and effort they put into it (Macey & Schneier, 2008).
Engagement goes beyond satisfaction and commitment. To
be fully engaged is to be involved in and enthusiastic about
one’s work (Falcone, 2006). Schaufeli and Bakker (2003),
also Schaufeli, Salanova, GonzalezRoma and Bakker
(2001), who view engagement at work as an antipole to
burnout, define work engagement as follows:‘Engagement
is a positive, fulfilling, workrelated state of mind that is
classified by vigor, dedication, and absorption. Rather
than a momentary and specific state, engagement refers to a
more persistent and pervasive affective cognitive state that is
not focused on any particular object, event, individual, or
behavior. Vigor is characterized by high levels of energy
and mental resilience while working, the willingness to
invest effort in one’s work, and persistence even in the face
of difficulties.

Dedication refers to being strongly involved in one’s work
and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption is
characterized by being fully concentrated and happily
engrossed in one’s work, whereby time passes quickly and
one has difficulties with detaching oneself from work’
(Schaufeli & Bakker, 2003). The three dimensions of Vigor,
Dedication and Absorption together make up the construct
of Employee Engagement, that may however be distinguished from Workaholism, in that the former also
brings the association of positive attitudes at work, positive
mental health and good performance (Schaufeli & Bakker,
2003).

Employee Engagement has been reported to belong on the
continuum of stress, as the antithesis of burnout
(Halbesleben & Bucklely, 2004). It has also been considered
on the time continuum, as measured by the time spent on a
job (Goddard, 1999). Employee engagement has been said
to be a measure of Job Involvement (Harter, Schmidt
&Hayes, 2002).

Employee Engagement has also been associated with
commitment (MacCashland, 1999). According to Wellins
and Concelman (2005) engagement is “an amalgamation of
commitment, loyalty, productivity, and ownership”. To be
engaged is to be emotionally and intellectually committed to
one’s organization (Bhatnagar, 2007). Employee engagement has also been conceptualized as having two
dimensions: Cognitive Engagement – the extent to which
the worker is aware of his mission at work and his role in
the organization – and Emotional Engagement or physical
engagement – the extent to which the worker empathizes
with others at work and connects meaningfully with his or
her coworker (Kahn, 1990, 1992; Luthans & Peterson,
2002). High engagement on each dimension is predictive of
high overall engagement for an employee (Kahn, 1990;
Bhatnagar, 2007). According to Tim Rutledge, truly
engaged employees are attracted to, and inspired by, their
work (“I want to do this”), committed (“I am dedicated to the
success of what I am doing”), and fascinated (“I love
what I am doing”) (Sejits and Crim 2006 while summarizing
the existing literature on how leaders can ‘engage
employees’ heads, hearts, and hands’ identified ten factors,
named the ‘Ten C’s of Engagement’ – steps that the
management may take to enhance the level of engagement
of the employees. These may be enumerated as follows:

1. Connect: the extent to which management convey that it
cares for and values the employees.
2. Career: the extent to which the management provides to
the workers work that is ‘challenging and meaningful’ and
fostering one’s career growth.
3. Clarity: the extent to which the goals, rules and the
organizational operations are transparent and understood by
the employee.
4. Convey: the extent to which the management
communicates goals and provides feedback.
5. Congratulate: the extent to which good performance
brings praise and recognition.
6. Contribute: the extent o which one’s contribution to the
‘success and future’ of the company is understood.
7. Control: the extent to which the management allows the
worker to participate in decision making and drive
initiatives.
8. Collaborate: the extent to which the organization upholds
work over pursuance of self interests.
9. Credibility: the extent to which the management
demonstrates transparency and high ethical standards.
10. Confidence: the extent to which the organization
demonstrates high ethical and performance standards,
creating a sense of positive identification among the
employees.

These factors would determine the extent to which the
employees of the organization feel engaged.

Employee Engagement as Defined By
CORPORATIONS

Dell Inc.
Engagement: To compete today, companies need to win
over the MINDS (rational commitment) and the HEARTS
(emotional commitment) of employees in ways that lead to
extraordinary effort.

Caterpillar
Engagement is the extent of employees' commitment, work
effort, and desire to stay in an organization.

Intuit, Inc.3
Engagement describes how an employee thinks and feels
about, and acts toward his or her job, the work experience
and the company.

Hewitt Associates
Engagement is the state of emotional and intellectual
commitment to an organization or group producing behavior
that will help fulfill an organization's promises to customers - and, in so doing, improve business results.

Aon Hewitt’s study
- Aon Hewitt’s global engagement research from 2008 to 2010 includes 6.7 million employees and represents more than 2,900 organizations
- The overall global average employee engagement score is 56% in 2010, down from 60% in 2009
- The 4 percentage-point change is due to regional score changes in Asia-Pacific, Europe, and North America
- Top 3 engagement drivers are career opportunities, brand alignment, and recognition

If we consider the following remarks, made by employees of their managers, in employee surveys conducted by Quantum Market Research:

My immediate team is wonderful. My manager has worked very hard to ensure that we all work together as a team, know each others’ strengths and weaknesses and help one another. There is open and honest communication between employees and managers here. My on site supervisor displays a poor work ethic, and she lacks management skills. I find it very difficult to work with someone whom is in a leadership position, yet constantly fails to demonstrate proper work ethic. She procrastinates, and represents the company in a poor light, leaving the rest of the team to make up for her mistakes. When issues such as this are brought up to higher level managers, the main problem is ignored. I feel like we are supposed to make light of the issues instead of dealing with the problem directly. So in the end nothing is done to resolve the situation and the problems continue.

The feelings of each employee are very different. In the first case, all seems well in the eyes of the employee; “wonderful” is the preferred adjective. The manager is working hard to ensure the team is working effectively, and taking the additional step to maximize productivity based on each employee’s abilities. To use an analogy, this car is tuned up, all cylinders are humming, and the team has shifted into high gear.

The second case is far different. Here the employee is experiencing a manager that has not only lost the trust of employees, but whose behavior necessitates other members of the team “picking up her mess.” Moreover, the senior leadership of the organization appears to be co-conspirators in this sad affair, tacitly accepting the situation and thus validating that the behavior is acceptable in the eyes of this employee. To return to our analogy, the car is not only stuck, the engine is seizing and the transmission is lying in a pool of dirty oil on the race track—game over for this group. It’s hard to imagine that the behavior in the latter case is accepted. The anger and frustration displayed by this employee has to impact his work—no one could passionately go about their day and be highly productive when your manager displays this regrettable standard of behavior. Unfortunately, in our studies of over 4,000 organizations over the last four years we see this kind of behavior far too often. One can only imagine the lost productivity this organization is suffering at the hands of this dysfunctional manager. The hope, of course, is seen in the feelings of the first employee. We know there has to be an economic advantage to the organization that imbues these positive feelings in employees. We know these employees will more likely treat their co-workers in a similar fashion, so the positive feelings are felt by others. Perhaps not even realizing it, this manager may have an impact on productivity far beyond her work group.

And if we were reasonable people who found themselves in each of these situations, what is our likelihood of staying? Clearly, the former manager has a greater chance of keeping her employees’ eyes off the pages of the Sunday employment ads—yet another advantage to the results of her approach.

In the latter case, this employee will take the next opportunity available, making the productivity problem even worse in recruiting and training expenses for the next victim who joins this team.

WHY EMPLOYEE ENGAGEMENT IS REQUIRED

In 2010, The corporate Executive Board’s corporate Leadership Council conducted a study and find out that almost 23 % of employees in an organization show a high level of intend to stay attitude and also found that the employees who are committed to their organization put forth almost 57% more effort and are 87% less likely to leave their company than disengaged employees.

Right Management, a manpower research organization conducted a study during the period Nov’08 – Jan ’09 among 28810 employees in 15 countries in America, Africa & Asia Pacific & found that engagement leads to higher financial performance, higher customer satisfaction and higher employee retention. People, who indicated that their organization is the best, found to have almost double the level of engagement than employees who reported average organizational performance. It is important for an organization to find ways to clearly communicate successes that demonstrates how the organization is performing. Employees not only see the connection between their work and this success but also understand how they support overall organizational performance which directly impact engagement levels.

Engaged employees understand value of positive customer experience and more likely to demonstrate their commitment by delivering high quality products and services. Positive customer experiences should be shared throughout the company. Connection to positive customer experience is vital to healthy engagement levels.

Employee Engagement will help in-
- Commitment
- Discretionary effort & promising direction
- Confidence in leaders
Employee Engagement corporate practices – Indian examples

1. At Tata Consultancy Services (TCS), senior executives guide team members coming up with innovative solutions to work-related issues / problems. This has resulted in development of a number of useful products that have resulted in successful business endeavors. TCS, which has diverse teams working in different geographic locations in different cultures, created the ‘Ultimax’ platform an online forum, where employees across levels and geographies can come together.

2. At Bharti Airtel Ltd, the new joiners & the best performers for the month are rewarded with a special dinner / lunch with their Chief Operations Officer.

3. Aditya Birla Group regularly monitors employee engagement at all levels across the group through the biennial organization health study (OHS), which is led by the chairman. It gives employees a unique opportunity to anonymously and frankly express their opinions on a range of issues. The Aditya Birla Awards for Outstanding Achievement — has also been a key engagement factor. During the awards, a number of Groupwide competitions are conducted. Over the years, competitions like Vision 2015, Oh! Not So Smart, Aditya Birla Group value leaders’ poll, etc, have been conducted. These competitions are open to all employees of the group. ”Aditya Birla Group has a single portal which provides various job opportunities across levels, businesses and geographical locations of the Group. Aditya Birla Group also has opened up various learning opportunities like a) Gyanodaya The Group varsity for management learning: Herein the managers participate in managerial and strategy programs conducted by the leading academics. b) The virtual campus work to support the ‘E learners’. Over 250 online courses spanning areas such as leadership, sales, marketing and engineering are available on the learning network.

4. Indian Hotels, which operates the Taj chain of hotels, has been able to create a culture where the performance of employees is measured on customer Orientation efforts and the guidance given by senior leaders.

5. A prime example of employee engagement in Tata Motors is Tata club at Jamshedpur, which serves as a gathering point for employees and their families as they come together, network and have fun. The Community Development Centres (CDCs) have also been established across India to merge family values into Tata Motors organizational culture. To promote the value of education and to highlight the achievements of employee’s children, merit awards are given in academics, sports & extra curricular activities. The artistic talent of the employees is nurtured through Kalasagar and Kalasangam – Tata Motors Cultural group. They arrange various cultural events on music, drama, dance and other activities to promote the creativity among the employees and their families.

6. Hindustan Unilever Ltd.’s sales people fan out over the country, bringing shampoo and ice cream cones to onesixth of the world’s population. HUL realized that a cyclical feedback system is good for sales managers and the salespeople they manage. HUL believes that ”Ownership of engagement really goes to the manager”. In the recent past, HUL managers underwent intense engagement training with Gallup consultants; and also reviewed each individual's followup action plan. Then they went to different locations to talk to salespeople individually.

7 Vodafone has implemented a new model of ‘customer centricity’ to drive improved customer and employee satisfaction. The Vodafone Way is modelled on three key tenets: Speed, Simplicity & Trust; with line managers being held accountable for team engagement with performance measures and providing them with tools and plans to drive performance by giving employees clear goals and a customer/client focus – and thereby achieving increased levels of productivity and innovation even in the downturn.

8 In Godrej, the Company's motto is 'take yourself lightly and take your job and your responsibilities seriously'. They believe real fun at work implies that 'Work itself is fun'. In Godrej and Boyce, there are various initiatives that have been taken up by practically all the divisions and Corporate HR. Each Divisional Personnel Head organizes some fun initiatives for the division like Birthday celebrations, Annual get-togethers, Department picnics, Attendance / Retirement functions, Festive dress codes, Dusserah / Diwali celebrations, online quizzes, Saturday casual dressing, Learning and Sharing day, Team Lunches/Movies, Sense of Humour (try to laugh at ourselves rather than others), Lights Off Day, Wall of fame to announce Employee of the Quarter/Month. Some divisions also have clip boards for pasting jokes, cartoons and job related updates.

Various Levels of Engagement Levels: The Engaged, Disengaged and Actively Disengaged Employees

1. Actively Engaged Workers

Engaged workers demonstrate:
- High energy enthusiasm
- Intentional building of supportive efficiency
- Clear understanding about the desired outcomes for their roles
- Emotional commitment to what they do
- Commitment to their organization, work group and job
- Natural innovation and a drive for efficiency
- Consistently high levels of performance
1. Disengaged Workers

Disengaged workers, think their jobs as an exchange of time for a salary. They reach to their work on time and leave on time, take their breaks properly, and never volunteer for extra work or project. They show little passion or creativity for their jobs and go through the motions. Disengaged workers may have been actively engaged workers at one time. They became disengaged because of a lack of career growth or promotion, a perception of salary inequity, job dislike, or distrust in their direct manager and senior management.

2. Actively Disengaged Workers

Actively disengaged workers are the most damaging employees in the workplace. They are dissatisfied and show that unhappiness in words, attitudes and actions. They undermine the performance of others by constantly voicing their displeasure and listing the many reasons why they are so miserable in their jobs. Kelly Services notes that while these actively disengaged workers make up only 15-18 percent of the employee population, their negative attitudes have a disproportionate effect on the performance of their co-workers and overall operational performance. While it is not impossible to re-engage actively disengaged workers, it is much more challenging. Letting employees know that senior leaders are aware of employee engagement levels and are committed to taking positive action to address it is a major step to be taken.

Measuring Employee Engagement

One reliable instrument to measure employee engagement is Gallup’s G12 feedback system. Gallup has identified the factors that determine whether people are actively engaged, disengaged, or actively disengaged. Their research (which consistently shows a correlation between high survey scores and superior job performance) yielded a series of 12 questions known as Gallup’s Q12.

The 12 questions are (rated on a scale from 1 to 5):
1. Do I know what is expected of me at work?
2. Do I have the materials and equipment that I need in order to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission or purpose of my company make me feel that my job is important?
9. Are my coworkers committed to doing quality work?
10. Do I have a best friend at work?
11. In the past six months, has someone at work talked to me about my progress?
12. This past year, have I had opportunities at work to learn and grow?

Research indicates that studies exist which show that low employee engagement not only affects performance, it increases employee turnover, lowers customer service satisfaction and increases absenteeism. Other researchers have identified that the value added by good (not even outstanding) performers versus average performers was one-half of their gross salary.

Quantum Market Research has defined employee engagement as the categories which are as follows:

- Alignment With Goals – This category describes how well the employee understands and agrees with the organization’s strategic direction and the extent to which they understand how to contribute toward that direction. An employee may be working in the organisation, but do they know what direction the organisation is headed? And if so, do they understand how their work can move the organisation toward its goal?
- Individual Contribution – Employee engagement is the willingness of employees to exert discretionary effort toward their work. This category contains two basic dimensions. First, do employees consistently think about ways to do their jobs better? And second, do employees feel that they will be recognized for doing so? Of course, these two dimensions are linked: if employees don’t perceive that extra effort will yield recognition, there is little incentive for them to do so.
- Team Effectiveness – Most employees spend a significant time of their working lives interacting with a team. So whether a company has 4 employees or 4,000 employees, team effectiveness has a significant impact on engagement. Can employees count on their coworkers to go the extra mile and produce quality work? Is it clear who is accountable for what? Do employees feel that the team collaborates and utilizes individual strengths?
- Retention Risk – This category describes an employee’s intent to stay with the organization. It is a measure of whether the employee perceives opportunities for growth and development in the present organisation. The category also contains an advocacy dimension: how likely is an employee to recommend the employer as a great place to work. All of these factors – intent to stay, perceived opportunity for growth, advocacy – tend to be highly correlated with overall employee engagement.
- Trust With Coworkers – Loyalty to one’s company is not the only measure of loyalty that matters. Loyalty toward coworkers and with colleagues play a significant role in building employee engagement. The Team Effectiveness category deals with how well teams do their jobs, this category measures the relationship and closeness within teams.
- Manager Effectiveness – The type and amount of supervision and direction that leaders give their employees has an extremely strong impact on employee engagement. This category measures effectiveness in terms of how well managers
Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages—including higher productivity and lower employee turnover. Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces. Indeed, in identifying the three best measures of a company’s health, business consultant and former General Electric CEO Jack Welch recently cited employee engagement first, with customer satisfaction and free cash flow coming in second and third, respectively.1 “Reaping Business Results at Caterpillar” and “Engagement Pays Off at Molson Coors Brewing Company” show two examples of companies that benefited from enhancing engagement and commitment.

Employee Engagement Survey Items: Samples

Dell
- Even if I were offered a comparable position with similar pay and benefits at another company, I would stay at Dell.
- Considering everything, Dell is the right place for me

Intuit13
- I am proud to work for Intuit.
- I would recommend Intuit as a great place to work.
- I am motivated to go “above and beyond” what is expected of me in my job.

Researchers for the Institute for Employment Studies (IES) asked about the characteristics common to engaged employees as they embarked on the study, The Drivers of Employee Engagement. They found that there was general agreement among HR professionals that engaged workers:

- Believe in their organization
- Desire to work to make things better
- Understand the business context and the “bigger picture”
- Are respectful and helpful to colleagues
- Are willing to go “the extra mile”

How to Improve Employee Engagement

Watson Wyatt Worldwide also conducted a series of in-depth studies to explore the link between the nature of management communication practices at companies, employee engagement, and the future financial performance of the business. A key finding was that companies that communicated effectively with their employees were four times more likely to have high levels of employee engagement than firms that communicated less effectively.23 Thus, greater employee engagement was associated with better corporate communication practices. In one study, the group of companies with the most effective employee communication programs (based on use of nine kinds of communication practices) had a 91 percent total return to shareholders from 2002 to 2006, compared with only a 62 percent return for the comparison group of firms that had communicated least effectively.

Moreover, a significant improvement in communication effectiveness over time (increased use of more of the nine practices) was associated with a 16 percent increase over time in market value of the company.

The results of Mercer’s 2002 People at Work Survey provide some insights into why better communication by management is related to employee engagement and company financial success.24 The survey queried over 2,500 U.S. workers and found that the effectiveness of senior management in communicating with employees related to levels of employee satisfaction, job commitment, and loyalty to the organization.

When senior management communicated a clear vision for the future direction of the organization, fewer employees were dissatisfied with the organization compared to when senior management did not communicate its vision effectively, (7% vs. 39%, respectively); fewer employees said that they did not feel a strong sense of commitment to the organization (6% vs. 32%); and fewer employees said that they were seriously thinking about leaving the organization (16% vs. 40%). Thus, better communication from company executives was associated with better engagement from employees.

To improve employee engagement, employers can take action at the individual employee level and at the organizational level.

Actions by the employer at the Employee Level

Once a company has collected some data and knows the range of engagement levels among its workforce, the next step is to take actions to raise engagement among individual employees. One useful action is to change how managers give performance evaluation feedback to each of the employees that they supervise. Another employer action is to help employees respond to personal and work challenges and in so doing reduce the degree to which personal obstacles interfere with work engagement.

One simple and low-cost management practice at the individual level is to change the way employees are given feedback about their job performance.

A study from the U.K. found that employees who had a personal development plan for their work and who received formal performance appraisals for their job had significantly higher engagement levels than those who did not.

Gallup study found dramatic differences between engaged employees and less-engaged employees in how their supervisors communicated with them. In this study, 77 percent of highly engaged employees agreed with the statement: “My supervisor focuses on my strengths or positive characteristics,” compared to only 23 percent of moderately engaged employees and just four percent of disengaged employees.

The results from various studies indicate that focusing on the strengths of employees tends to improve employee
performance, whereas focusing on employee weaknesses tends to undermine performance. These studies also support the growing interest among business leaders in the “positive psychology” approach to management that relies on building up the positive qualities of employee work behaviours instead of focusing on the problems.

The literature also indicates that mental health issues and distressing work experiences can play a role in limiting employee work performance and engagement. For example, some employees may work too much and too long because they have difficulty in setting limits on their work behavior, some may have irrational thinking patterns that make managing stress and workplace changes even more difficult, and others may suffer from social anxieties that make coworker and supervisory communication difficult.

In other examples, anxiety, depression, alcohol abuse and other more serious kinds of mental health disorders can affect the ability of employees to be productive and engaged in their work. These kinds of work and psychological problems can be identified and treated successfully through employer-sponsored services, like seeing a counselor from the employee assistance program (EAP) or having a behavioural health consultation with a psychiatrist.

**Actions by the employer at the Organizational Level**

A company can also try to prevent the kinds of problems that lead to disengagement in the first place. Some of the most effective organizational level prevention tools include ensuring a better fit of the employee with the work environment, providing on-the-job support, improving working conditions of the employees, and creating a supportive and congenial environment. Each of these tactics warrants examination.

Employee engagement can be improved through better job design. The specific elements and tasks assigned to certain jobs can be redesigned to better match the strengths of particular employees. More broadly, employees can be matched with the kinds of jobs and work colleagues that most closely match their abilities and talents – what is referred to as “person-environment fit.” The general idea is to put more effort from the company side into conducting assessments of employee attributes, interests, and job skills and then to use these individual profiles to proactively match work tasks and positions to an individual employee’s strengths and interests. This kind of person environment fit should increase the level of employee work engagement. When this is not done, employees may decide to seek out other jobs within the organization that interest them and take advantage of their skills and talents. Providing challenging jobs and interesting work is one the best ways for a company to create working conditions that lead to high engagement experiences for employees and increases employee loyalty as well.

Low work productivity and employee disengagement are both associated with low levels of support from supervisors and co-workers.

Low levels of perceived organizational support predicted increased job strain symptoms among employees, such as feeling fatigued, anxious, or having headaches. A recent study of school teachers found that work engagement was improved when the institution offered more support and job resources (e.g., supervisor support, positive appreciation, collaborative organizational climate, and innovative problem solving). This line of research suggests that providing relevant kinds of job resources can buffer the negative impact of stressful job demands and poor working conditions, thereby increasing employee work engagement. *WorkingConditions*. Organizations should seek to avoid creating overly difficult job demands and stressful working conditions, as these factors are the main predictors of employee exhaustion and burnout. Efforts to remove these factors can include changing characteristics of job tasks and technical operations, adopting more ergonomic workplace equipment, adding flexibility to work schedules and workload, improving role clarity and the decision-making authority of workers, and fostering positive social relationships at work.

The culture of an organization can affect employee work stress in general and can influence employee engagement in particular. Reviews of the research in this area show that organizational culture is an important component of work stress and may be a key to creating effective organizational stress interventions.

Results from the Towers Perrin studies indicate that five of the ten most important drivers of employee engagement involve leadership style and organizational factors. Organizational culture can be modified to achieve some of the attributes that contribute to employee engagement. Possible changes include senior management having a sincere interest in employee well-being, business decisions that create a good reputation in the area of corporate social responsibility, and establishing opportunities for career advancement within the organization.

**Conclusion**

This research paper on employee engagement suggests that several themes are relevant to understanding the issue of engagement. In today’s competitive world it is necessary to know how engagement affects the attitudes and work behaviors of employees that are indirect factors in business success. The importance of employee engagement in the organizational setting is undeniable. There are many factors that appear to affect the level of employee engagement.

It is important for the organisations to understand the effects of engagement levels among workgroups and companies, and how such engagement is linked to overall business success and corporate financial performance. Employers should focus on proper feedback system, challenging work for the employees and reducing the obstacles in the way of that challenging work. Organisations should also be concerned about the ergonomics, supportive and congenial environment to increase employee engagement.
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