

## Conceptual Context of various Models for Employee Engagement-Review of Literature

Shailashri VT<sup>1\*</sup>, Dr Sureka Shenoy<sup>2</sup>, Dr. Suresh Kumar<sup>2</sup>

<sup>1</sup>Research Scholar, Srinivas University, Pandeshwar, Mangalore, India

<sup>2</sup>Srinivas Institute of Management Studies, Pandeshwar, Mangalore, India

**\*Corresponding author**

Shailashri VT

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**Abstract:** The challenge for today is not just retaining talented people, but fully engaging them, capturing their mind and hearts at every stage of their work lives. Employee engagement has emerged as a crucial driver of business success in today's competitive marketplace. Further, employee engagement can be a key factor in organizational success. Not only does engagement have the potential to significantly affect employee retention strategy, productivity and loyalty, it is also a key connect to customer satisfaction, company reputation and overall stakeholder value. Thus, to gain a competitive edge, organizations are looking to HR to set the agenda for employee engagement and commitment. Employee engagement is rightly a property of the relationship between an organization and its employees. An "engaged employee" is defined as the one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. Employee engagement is a way ahead to business success. An engaged workplace is one encourages commitment, energy and productivity from all those involved to help improve and achieve business performance. Employee engagement is about linking on our employees' knowledge and ideas to improve our products and services, and be innovative. Employee engagement is about indulging a deeper commitment from our employees so fewer leave, sick absence reduces, accident rates decline, conflicts and grievances go down, productivity increases. Employee engagement is about organisation actions that are consistent with the organisation's values. This paper is an attempt to review the available literature in the field of employee engagement which are in the form of models and draw conclusions on the available gap. It is purely based on secondary data

**Keywords:** Employee engagement, employee retention, productivity, loyalty, customer satisfaction, and overall stakeholder value.

### INTRODUCTION

Employee engagement is defined as "the extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of that commitment." Research shows that the connection between an employee's job and organizational strategy, including understanding how important the job is to the firm's success, is the most important driver of employee engagement [1]. In fact, employees with the highest levels of commitment perform 20% better and are 87% less likely to leave the organization, which indicates that engagement is linked to organizational performance. In contrast, job satisfaction—a term sometimes used interchangeably with employee engagement—is defined as how an employee feels about his or her job, work environment, pay, benefits, etc. The happier people are within their job, the more satisfied they are said to be [2].

An organization with "high" employee engagement might therefore be expected to outperform

those with "low" employee engagement, all else being equal. Employee engagement is a workplace approach resulting in the right conditions for all members of an organisation to give of their best each day, committed to their organisation's goals and values, motivated to contribute to organisational success, with an enhanced sense of their own well-being. Employee engagement is based on trust, integrity, two way commitment and communication between an organisation and its members [3]. It is an approach that increases the chances of business success, contributing to organisational and individual performance, productivity and well-being. It can be measured. It varies from poor to great. It can be nurtured and dramatically increased; it can be lost and thrown away.

Employee engagement is getting up in the morning thinking, "Great, I'm going to work. I know what I'm going to do today. I've got some great ideas about how to do it really well. I'm looking forward to seeing the team and helping them work well today".

Employee engagement is about understanding one's role in an organisation, and being sighted and energised on where it fits in the organisation's purpose and objectives [4-6]. Employee engagement is about having a clear understanding of how an organisation is fulfilling its purpose and objectives, how it is changing to fulfil those better, and being given a voice in its journey to offer ideas and express views that are taken account of as decisions are made. Employee engagement is about being included fully as a member of the team, focussed on clear goals, trusted and empowered, receiving regular and constructive feedback, supported in developing new skills, thanked and recognised for achievement. Engaged organisations have strong and authentic values, with clear evidence of trust and fairness based on mutual respect, where two-way promises and commitments – between employers and employees – are understood and fulfilled [7].

Employee engagement cannot be achieved by a mechanistic approach which tries to extract discretionary effort by manipulating employees' commitment and emotions. Employees see through such attempts very quickly and can become cynical and disillusioned. Employee engagement does not mean employee happiness. Someone might be happy at work, but that doesn't necessarily mean they are working hard, productively on behalf of the organization. While company game rooms, free massages and Friday keg parties are fun--and may be beneficial for other reasons--making employees happy is different from making them engaged. Employee engagement doesn't mean employee satisfaction [8]. Many companies have "employee satisfaction" surveys and executives talk about "employee satisfaction", but the bar is set too low. A satisfied employee might show up for her daily 9-to-5 without complaint. But that same "satisfied" employee might not go the extra effort on her own, and she'll probably take the head-hunter's call luring her away with a 10% bump in pay. Satisfied isn't enough [9].

Employee engagement is vital for any organisation. If employees don't connect with the values of an organisation, appreciate the contribution they can make, or do not feel that their employer cares or values them; they will not feel committed to the organisation or motivated to perform well. Employee engagement is the emotional commitment the employee has to the organization and its goals. This emotional commitment means engaged employees actually care about their work and their company. They don't work just for a pay check, or just for the next promotion, but work on behalf of the organization's goals. When employees care—when they are engaged—they use discretionary effort [10]. This means the engaged computer

programmer works overtime when needed, without being asked. This means the engaged retail clerk picks up the trash on the store floor, even if the boss isn't watching. This means the TSA agent will pull a bag suspicious bag to be searched, even if it's the last bag on their shift.

HR practitioners believe that the engagement challenge has a lot to do with how employee feels about the about work experience and how he or she is treated in the organization. It has a lot to do with emotions which are fundamentally related to drive bottom line success in a company [11-13]. There will always be people who never give their best efforts no matter how hard HR and line managers try to engage them. "But for the most part employees want to commit to companies because doing so satisfies a powerful and a basic need in connect with and contribute to something significant" [14].

Employee engagement first appeared as a concept in management theory in the 1990s, becoming widespread in management practice in the 2000s, but it remains contested. It stands in an unspecified relationship to earlier construct such as morale and job satisfaction. Despite academic critiques, employee-engagement practices are well established in the management of human resources and of internal communications [15-17].

#### **OBJECTIVES**

- To analyze the various available models for employee engagement.
- To identify common features in the area of employee engagement.

#### **MODELS OF EMPLOYEE ENGAGEMENT**

##### **Zinger Model of Employee Engagement**

An expert on engagement, David Zinger is a Canadian based management consultant whose work is designed to fostering relationships to increase the employee engagement in your organisation. With an experience of more than 25 years in this field, he is able to combine the current researches with practical approaches in order achieve substantial results.

Based on his extensive and thorough work on employee engagement, he has introduced a workable model that throws light on various aspects of employee involvement, dedication and engagement. The model is called Zinger Model on Employee Engagement. The model provides organisations with 12 keys that a manager must follow to achieve significant results.

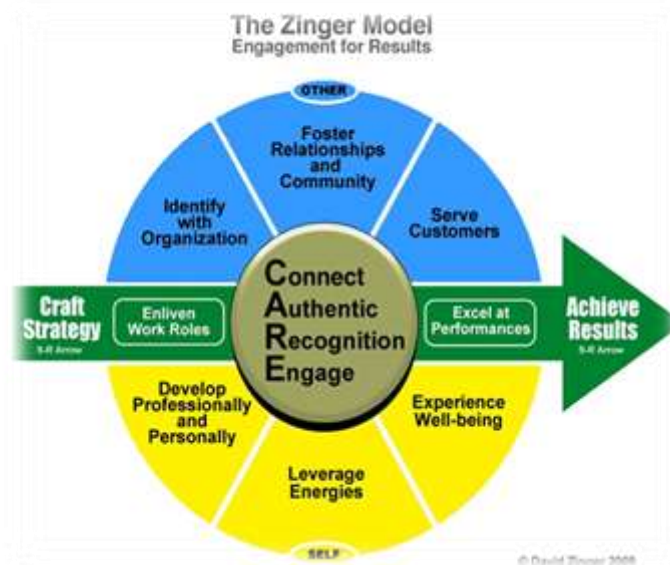


Fig-1: The Zinger Model

### Achieve Results

Achieving the desired results, i.e., higher levels of employee engagement is the ultimate aim of the Zinger model; however, the process is well supported by various other steps. The managers need to work on self as well as the employees of the company through well-crafted strategies.

### Craft Strategies

Crafting appropriate strategies to achieve higher levels of employee engagement is the first and foremost task. It involves a lot of planning and considerations of employee as well as organisational requirements. Managers can seek helps from professional management consultants in order to craft effective strategies.

### Enliven Roles

Employees will love their work when it seems interesting to them. Managers should work on redefining their tasks and responsibilities in a manner that eliminates the element of boredom from their job to keep them interested in their work.

### Excel at Work

Motivating employees to perform work certainly pays off. An organisation must have a system for recognising and rewarding employees for their efforts so that they remain stimulated to perform better and better.

### Get Connected

Managers must remain connected to their subordinates so that they can share their problems and ask for advice to perform their tasks. Communication is the backbone of every managerial process.

### Be Authentic

Being real and genuine is what is expected from a leader. Top management, HR people as well as immediate managers should show genuine concern towards the problems of employees and make dedicate efforts to help them get rid of it.

### Live Recognition

Recognising the efforts of employees in front of everyone not only boost their moral but also encourages them to stay with the organisation and perform their best always.

### Fully Engage

The desired results can be achieved in the fastest possible way only if employees are fully engage. A comprehensive study about what actually engages or disengages the employees must be conducted. Designing and implementing appropriate strategies is the next step.

### Identify with Organisation

Employees stay in organisation for long years if they feel connected to their organisation. Management should understand that they are their most important assets without which nothing can be achieved.

### Serve Customers

Only engaged employees can serve their customers in the best possible manner. Maintain a tradition and culture to offer the best services to the customers. Making employees aware of this tradition of the organisation from time to time can help a great deal.

### Develop Personally

Organisation should not only focus on attaining its goal but also on the overall development of an employee. Employees who grow with the

organisation are deeply connected to their workplace and always ready to walk that extra mile to achieve success for it.

**Attain Happiness**

Happy and satisfied employees are the most important assets of an organisation. The secret behind the success of highly productive businesses is their happy employees.

David Zinger Model on Employee Engagement considers all important aspects that could impact the involvement, engagement and dedication of employees.

**Aon Hewitt’s Employee Engagement Model**

Aon Hewitt’s model has six main drivers which shapes the experience within the company, “Engagement Drivers.”

Aon Hewitt defines engagement through three attributes that include the extent to which employees:

- Say — speak positively about the organization to co-workers, potential employees and customers
- Stay — have an intense sense of belonging and desire to be a part of the organization
- Strive — are motivated and exert effort toward success in their job and for the company



**Fig-2: Aon Hewitt’s Model**

**X Model of Employee Engagement**

Organizations are keen to maximize the contribution of each individual toward corporate imperatives and metrics. Individual employees, meanwhile, need to find purpose and satisfaction in their work.

Consequently, Blessing White’s engagement model focuses on an individual’s:

- contribution to the company’s success
- Personal satisfaction in the role.

Based on our employee engagement theory, we believe that aligning employees’ values, goals and aspirations with those of the organization is the best

method for achieving the sustainable employee engagement required for an organization to reach its goals. Full engagement represents an alignment of maximum job satisfaction (“I like my work and do it well”) with maximum job contribution (“I help achieve the goals of my organization”). The index we use to determine an employee’s level of engagement contains items that reflect the two axes of contribution and satisfaction. By plotting a given population against the two axes on our engagement model diagram, we identify 5 distinct employee segments.

Full Engagement occurs at the alignment of maximum job satisfaction and job contribution





Fig-3: X Model

	Level	Description
A	The Engaged: High contribution & high satisfaction	These employees are at “the apex” where personal and organizational interests align. They contribute fully to the success of the organization and find great satisfaction in their work. They are known for their discretionary effort and commitment. When recruiters call, they cordially cut the conversation short. Organizations need to keep them engaged, because they can transition over time to any of the three adjacent segments, a move that would likely impact workforce morale and the bottom line.
B	Almost Engaged: Medium to high contribution & satisfaction	A critical group, these employees are among the high performers and are reasonably satisfied with their job. They may not have consistent “great days at work,” but they know what those days look like. Organizations should invest in them for two reasons: They are highly employable and more likely to be lured away; they have the shortest distance to travel to reach full engagement, promising the biggest payoff.
C	Honeymooners & Hamsters: Medium to high satisfaction but low contribution	Honeymooners are new to the organization or their role — and happy to be there. They have yet to find their stride and clearly understand how they can best contribute. It should be a priority to move them out of this temporary holding area to full alignment and productivity. Hamsters may be working hard, but are in effect “spinning their wheels,” working on non-essential tasks, contributing little to the success of the organization. Some may even be hiding out, curled up in their cedar shavings, content with their position (“retired in place”).If organizations don’t deal with them, other employees may grow resentful or have to pick up the slack.
D	Crash & Burners:Medium to high contribution but low satisfaction	Disillusioned and potentially exhausted, these employees are top producers who aren’t achieving their personal definition of success and satisfaction. They can be bitterly vocal that senior leaders are making bad decisions or that colleagues are not pulling their weight. They may leave, but they are more likely to take a breather and work less hard, slipping down the contribution scale to become Disengaged. When they do, they often bring down those around them.
E	The Disengaged: Low to medium contribution & satisfaction	Most Disengaged employees didn’t start out as bad apples. They still may not be. They are the most disconnected from organizational priorities, often feel underutilized and are clearly not getting what they need from work. They’re likely to be sceptical and can indulge in contagious negativity. If left alone, the Disengaged are likely to collect a pay check while complaining or looking for their next job. If they can’t be coached or aligned to higher levels of employee engagement, their exit benefits everyone, including them.

**CONCLUSION**

In a nutshell, it is submitted that employee engagement involves an emotional and psychological

connection with an organization and its people which can be translated into positive or negative behaviour at work. The organization and its environment play a

leading role in shaping employee's attitudes and the state of engagement. It is also seen that the models analyzed have certain common elements. All the models reveal that a highly engaged employee is an asset to the organization and will deliver to the best of his/her ability and this will affect the organizations overall development.

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