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Introduction

The purpose of this study is to discuss employee engagement in the workplaces. There are various reasons that are responsible for the decrease of employee engagement in the workplaces and it becomes a serious issue day by day for the business organizations. Though the business organizations are not so much concerned with this fact, after Covid 19 pandemic the business organizations are paying their attention to this matter. Employees for various reasons do not attend their workplace and it affects the productivity of the organizations and to reduce this problem companies need to make some effective strategies. This study sheds light on the strategies and concepts of employee engagement in business organizations.

The concept and drivers of employee engagement

The culture of an organization depends on the employee engagement Culture. There are various aspects in an organization that leads the employees to be enthusiastic and encouraged to attend their workplace (Antony, 2018). Employees engagement can be developed by the Healthy and peaceful Culture of business organization and the culture and nature of the colleagues and manager. Employees need to be motivated in order to be regularly present in their organization and involved in the various matters of organization. Through the employee's engagement an organization is able to measure the level of enthusiasm and interest the employees have to be engaged and involved with their organization. It shows their responsibility, love and care towards their organization and how much their organizations are valuable for them because an organization can proceed and run successfully and smoothly only when the employees are feeling connected and affectionate with their workplace and they give their all love and efforts for the betterment of their organization (Kwon and Kim, 2020). There are various drivers that leads employees to be engaged with their organization and some of them are:

Autonomy

Autonomy is one of the drivers that helps in increasing the involvement of employees in their workplace. Autonomy refers to the freedom or liberty of the employees in an organization to make their own decision regarding their jobs. In such cases employees are trusted by their organization to choose the best option for themselves. For example, employees are free to decide or manage

their time, the places to apply their expertise, they feel far more prone to be invested in the company and the mission of the company. As employees are permitted and trusted by their organization they also feel valuable, respected and obligatory towards their organization.

Coworker Relationship

A healthy and peaceful Relationship in a workplace helps in making good bonds and friendly relationships among the employees and their colleagues. It is observed in every case that when people find their friends anywhere they become more interested to join that place. Along with this good relationship enables them to help each other in need (Nasidi *et al.*, 2019).

Capacity

Capacity is a driver that stresses on the comfort and feeling of employees in an organization. According to this driver, employees must feel capable in the workplace to put their physical, emotional and intellectual energy into their work.

Feedback

Feedback enables both employees and organizations to understand each other. Because feedback makes the organization aware of the facts that the employees are facing in their organization and depending on the matters the organization modifies their working Strategy and structure. This not only helps the organization to improve itself but the employees also feel valuable and connected with their organization as it focuses on the employees comfort.

Fairness

Fair treatment with the employees of an organization matters a lot in their engagement. Employees work hard for their organization and in return they expect fair behaviour from their organization. It is the responsibility of every organization to treat each member equally and with fair treatment. No partiality or nepotism is expected or when anyone makes any mistake, it is expected that they are treated politely and assisted by their manager and coworkers for better performance next time.

Leader availability

Leader is an important figure in an organization and it is the responsibility of a leader to lead his members in such a way that they feel connected and comfortable with their leader. It is the behaviour and leadership quality of a leader that makes employees involve themselves in every situation with their leader.

There are many other drivers that helps in engagement of the employees with their workplaces and those are: ***Goal Support, Leader integrity, Professional development, Meaning, Purpose,***

Psychological safety, Relationship With Manager, Role Capacity, Shared values, Rest and Utilization.

Theories of employee engagement

William Kahn's theory of employee engagement

William Kahn is one of the experts who for the first time used the term "Employee Engagement" and he said that employee engagement refers to the situation where employees of an organization involve themselves emotionally, physically and cognitively to their organization when they perform their role in the workplaces (Meyer and Schneider, 2021). "The harnessing of organisation members" is another term William Kahn uses as the definition of Employee Engagement. In this theory William Kahn focuses on the things or aspects and the conditions that help employees of every organization to involve themselves fully in their work while they are performing their job role in their organization. Three main factors are pointed in this theory which are responsible for increasing the engagement of employees in their organization according to William Khan. These three factors are:

- **Meaningfulness**

Meaningfulness points towards the purpose of the work that employees are performing. In other words, it is observed that when people are aware of the work and the purpose of the work they are doing then they can focus more or feel more interested in doing it. Employees have to consistently know about the work they are doing only then they can understand their goals and they choose their ways to accomplish their work, if they are unaware of the purpose of their work or what they are actually doing they lose interest and there is a possibility of wrong outcomes (Rathee and Sharma, 2020).

- **Availability**

The capability of performing a task both mentally and physically are referred to as the availability. Each employee has their limited knowledge and effort and when they are compelled to do a work out of their reach their engagement or involvement reduces. For this reason employees of every organization need to feel that the work they are doing is achievable and reasonable.

- **Safety**

Employees need to feel safe psychologically while they are doing or engaging in work (Tiwari and Lenka, 2016). Their work environment needs to feel safe and then they will be able to face any judgement or consequences regarding their job.



Figure 1: William Kahn's Employee Engagement Theory

Source: (Rathee, R. and Sharma, M.V., 2020)

Diagnostic tools to measure engagement

As this study focuses on the rate of employee engagement in an organization it is obvious that an organization cannot measure the rate of employee engagement and is disengaged in a simple way (Ncbi.nlm.nih.gov. 2022). This study focuses on employee engagement and after Covid 19 pandemic they wanted to know about the rate of employee engagement in an organization and the reasons for employee disengagement. There are various tools available in the Market that can help organizations to calculate or measure the employees' engagement rate effectively and properly. Some of the effective tools that can help in measuring employee engagement are:

Employee surveys

It is the most common tool and it is used by almost all the organizations in order to measure the rate of employment (Burnett and Lisk, 2019). Employee survey organizations can take help from any third party who can arrange a survey with a number of anonymous people or employees from different organizations and with the help of various questionnaires and positive and trustworthy responses they come to a conclusion. A survey and program is arranged where a number of employees belonging to different organizations come together and the employees belong to different generations and gender because only one point of view cannot give proper knowledge. The personal information of the participants are kept in secret and they are asked various questions regarding their topic which is "Employee Engagement" in this study and then they give their

consent on the question they are asked or some may disagree. All the answers are gathered from first hand data so there is a huge possibility of getting trusted information. Depending on their feedback and answers, organizations come to their conclusion and they can measure the employee engagement in their organization.

Social media

Is one of the most effective tools and is in trend at present. This tool helps the organization to measure the employee engagement rate without investing much expenses and time. In social media sites different reviews and feedback are collected from the employees that help in measuring (Men *et al.*, 2020)

HR tools

In these tools the HR platform is used where the human resource managers of an organization are responsible to gather feedback from the employees through regular interaction and meetings. In these tools all the organizations are able to know about their own position in the matter of employee engagement. It will provide authentic and upgraded information about the situation of every organization.

Employee value proposition from ideas

Employee value proposition refers to the reward or benefits that are combined to provide to the employees of an organization in return to their good performance at their workplaces (Arasanmi and Krishna, 2019). Employee value proposition is a set of non-monetary benefits that the employees of every organization are provided. There are various steps that can help on organization in creating the Employee value proposition:

Assess the current offers

The business organizations need to assess the current offers that they are providing to their employees and how effective their offers are to engage their employees with the organizations.

Interview of the past and existing employees.

Those employees who are working in an organization for a long period of time or who have retired from the organization can be asked for feedback and other aspects that can help them to understand their organizational Culture better (Forbes, 2022).

Key components of EVP in an organization

They need to be familiar with all the key components of an Employee value proposition only then they will be able to make their value proposition effectively. Such as what types of benefits can attract the employees towards their organization, what can be the proper salary that will motivate an employee to work hard and various others.

Employee value proposition

Business organizations need to compare themselves with other organizations that are better from this point of view and once they have identified the factors then they need to implement those benefits and advantages in their Employee value proposition.

Promotion EVP with the help of right channels

It is not always done after creating an Employee value proposition but organizations need to promote it using various channels that can help them to connect with the maximum number of people.

Review the results

It is the time to measure the results of the new EVP in an organization. It is necessary to understand what is the reaction of employees on the new EVP.

Strategies to raise levels of employee engagement

Invite feedback

It is necessary to invite employees for feedback because with the help of feedback organizations are able to understand the employees' problems in the organization and employees feel more connected with their organization. This connection helps in increasing employee engagement (Mone and London, 2018).

Communicate regularly

The HR of every organization needs to communicate with the employees to understand what are the reasons for their disengagement and what are the facts that make them unable to involve themselves in the organizational works. This interaction helps in understanding the reason and modifying the organization.

Empowering employees

An organization is filled with all genders and it is the responsibility of an organization to empower every gender and generation equally that will help employees to feel respected and obligatory towards their organization (Shrm.org, 2022).

Motivation

Motivation can include the increase in salary, encouragement, rewarding, bonus and many other aspects that can serve but happiness to employees and they feel thankful towards their workplace (Antony, 2018).

Conclusion

From the above discussion it can be said that employee engagement is an important factor for every organization and it is the responsibility of an organization to keep their eyes on this matter because when the employees show their interest in the involvement and engagement with their workplace only then they can be more connected with it and they will show their responsibility and love for their work. Employee engagement increases the efficiency and productivity of an organization. For it an organization can make their EVP and they can motivate their employees using various strategies that are discussed in this study.

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