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Introduction

The purpose of this study is to discuss employee engagement which became a serious topic of discussion after the Covid 19 pandemic. Employee engagement refers to the presence of employees in their organization and their enthusiastic nature in the involvement and engagement in various facts of their organization. The involvement of an employee in the matters of the organization shows the responsibility of the employee towards his workplace. Employee engagement helps the business organizations to increase their productivity and creativity, when employees engage and involve themselves with their organizational factors then business organizations can come across many creative and new ideas to implement in their products and organization leads towards success. After Covid 19 business organizations, concerned about this fact, they take the initiative to measure the rate of employee engagement in their workplace and what are the reasons that result in less employee engagement in an organization. This study sheds light on the importance of employee engagement and the strategies that will help in increasing the engagement and involvement of employees.

The concept and drivers of employee engagement

The concept and drivers of employee engagement refer to the facts that influence employees to become energetic and enthusiastic to be involved in the Organizational matters of their workplace (Garg *et al.*, 2018). In an organization, both the problems of employee absenteeism and less employee engagement are observed at present days. There are various reasons that result in these two matters but whatever the reason is it directly affects the organizations. The negative impact of less employee engagement and employee absenteeism needs to be reduced and there are various drivers available that can help in reducing. Some of the drivers are naturally occurring such as the relationship between the employees and their colleagues, employees and their managers, and every member present in an organization. The three most important drivers that drive employees to be engaged with their organizational factors are:

Leadership and management

A leader is the chief of a team in an organization and it is the responsibility of a leader to manage his team (Doi, 2022). In order to manage a team, the manager or leader of an organization needs to possess all the leadership and management qualities that will help him to lead his employees properly and successfully. A leader knows how to drive his team and how to make his employees happy. Leaders possess some important qualities such as communication skills, interpersonal skills, and Interpersonal Skills, critical thinking skills, conflict management skills, motivation skills, and a kind personality that helps the leader to make his employees enthusiastic about their work. A leader needs to communicate and interact with his employees on a regular basis which will enable him to understand the problems and issues that the employees are facing and depending on those issues and problems he needs to bring effective solutions (Alzyoud, 2018). It has been observed that when the manager or leader of a team communicates with the employees and focuses on their problems and comfort then the employees are also feeling respected and valuable. The good personality of a leader always makes the employees feel connected with their leader and when they become friends with their leader and they feel their leader is trustworthy then they also show their interest and enthusiasm towards their workplace and try to engage themselves in all the matters of their organization so they can help their organization in need.

Relationship with others

A good and healthy Relationship is necessary to work with someone for a long time. It is the friendship or healthy relationship that makes the employees close to each other. They are always ready to help each other in need, they share a beautiful understanding and it is their relationship that makes them motivated to engage in every group discussion. An organization consists of different cultural people and when they are not connected with each other there is a possibility of facing conflict and misunderstanding which may cause employee absenteeism. For this reason, an organization needs to keep its attention on the healthy and peaceful relationships among the employees and their colleagues and also with the manager of the organization.

Meaningfulness of the work

At present, it is observed that most the employees lost their confidence and interest in their work because of the uncertainty and meaningless work. Employees are ready to work but if they are not able to understand the purpose and meaning of their work they are not going to accomplish it properly and lose their confidence. For This reason, organizations need to pay attention to this matter so that the employees must be served with those works and responsibilities that are meaningful and understandable for them. They will show their interest in engaging themselves in every matter of their workplace as they psychologically feel enthusiastic (Soares and Mosquera, 2019).

Theories of employee engagement

The Zinger Model of Employee Engagement

This is one of the employee engagement theories that focus on the activities or responsibilities of a manager in an organization. It is the responsibility of a manager to make Strategies and solutions that will help in engaging employees with the activities of their organization. In this theoretical model, 10 such important actions are listed that will help a manager to increase employee engagement in an organization. This model of employee engagement gives a pyramid structure and this structure includes all the necessary elements that show why employee engagement is essential in an organization. These important actions are enlisted in the pyramid structure in three steps or rows.

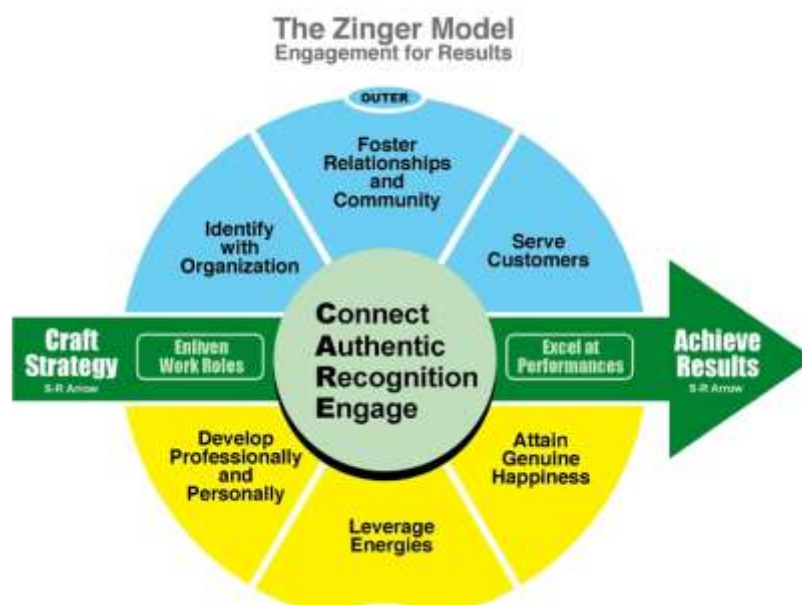


Figure 1: The Zinger Model of Employee Engagement

Source: (Mallari, 2018).

The first row talks about the **necessities** that managers need to focus on. Necessity includes:

- **Well-being enhancement**

Employees can perform better when they will feel mentally and physically well. The Well-being of employees matters a lot and it is the responsibility of business organizations to pay attention to the well-being, safety, and security of the employees. This initiative can help to a great extent to increase employee engagement.

- **Leverage strengths**

Employees need an atmosphere or environment where they can focus on their skills and talents. They need to develop their strengths in order to give their best performance and get confidence in their job (Suyanti and Absah, 2019).

- **Enliven energy**

The energy level of employees matters in case of their engagement with their organization. Business organizations need to assure that their work environment must be structured in such a way that it makes the employees energetic and enthusiastic.

- **Make meaning**

Employees can show their interest in their work when they find it meaningful. This Meaningfulness can come from various aspects such as the job responsibility must be determined depending on the knowledge and skills of employees. The salary of an employee must be sufficient according to their responsibility and they must be rewarded for their hard work.

The second row is about the **uniting of company members** and it includes:

- **Healthy relationship**

Teamwork proves effective only when the team members are able to work together making healthy and friendly relationships with each other. Because it is a good relationship that encourages employees to attend their workplace regularly.

- **Master moment**

Employees need to be interested in their leader and colleagues on a daily basis which will make them more engaged with their work both mentally and emotionally.

- **Foster recognition**

It may include the promotion of employees depending on their best performance and thus helps in making good relationships among employees and managers (Mallari, 2018).

The third row of the pyramid is about **boosting performance** and it includes:

- **Mark progress**

It is not always possible that the progress of employees is measured through promotion and achievement of goals but organizations can focus on other progressing objectives of employees.

- **Maximize performance**

To get the best performance from the employee's organizations need to encourage them by telling them the objectives and goals of their organization and telling them the process of achieving them. As employees feel enthusiastic about it they involve themselves with Organizational Culture and their performance is maximized (Zenodo, 2022).

Diagnostic tools to measure the engagement

There are various tools available for measuring employee engagement in an organization. Some of them are:

The employee survey, employee lifecycle, HR tools, social media, and exit interview.

Social media

It is one of the most tricky and effective ways of measuring employee engagement (Men *et al.*, 2020). It includes the way of measuring employee engagement through the help of social media and in this way a huge number of employees can participate and various reasons and effective results can be achieved. On social sites, various questions can be asked where employees of different organizations give their consent or feedback on the topic.

Employee survey

It is the most common way to get results where a survey can be organized by the organization itself or with the help of any third party (Enterpriseengagement, 2022). In the survey, many employees from different business organizations participate and their personal information is kept secret. They are asked some questions and different people serve different opinions (Bridger, 2022).

Employee value proposition from ideas

The employee value proposition is a kind of strategy that is made by the business organizations and it includes all the rewards and benefits that can help employees to improve their performance and increase their engagement in their workplaces (Arasanmi and Krishna, 2019). Employee Value Propositions are made by an organization keeping the present situation and benefits in their mind. This EVP includes many benefits that will attract employees to their workplace and they focus more on their work and the way companies are going. Once an organization is ready with their EVP then they need to share it with their employees so they can get familiar with it and show their interest in it. Organizations need to keep their EVP updated according to the situation and choose the best channel to publish their EVP.

Strategies to raise levels of employee engagement

Employee engagement is necessary and important for an organization and to increase employee engagement in an organization they need to follow some strategies. The strategies that will help in raising the level of employee engagement are:

Define the purpose of the organization

In the beginning, the organizations need to understand that they can attract their employees to their organization only when they will mention their organizational goals and purposes. An employee can feel enthusiastic to engage and involve himself with all the activities of his organization when he knows about the goal of the organization and the goal and objectives are of interest to him (Devendhiran and Wesley, 2017).

Feedback from employees

The leader or manager of an organization is responsible to communicate with the employees and ask for their feedback on different perspectives of their workplace. This feedback helps the organization to understand its present condition and structure and then try to modify it for the betterment of the employees. This feedback makes employees feel connected and respected by their organization (Rao, 2017).

Promote equality and empowerment

In an organization various cultural employees are present. In some organizations, discrimination is observed at a huge rate which is a big reason for less employee engagement and makes the working environment toxic. For this reason, organizations need to focus on this matter and try to remove discrimination by promoting equality and empowering each member of the organization (Goswami and Goswami, 2018).

Conclusion

From the above discussion it can be concluded that employee engagement becomes a serious issue and as a result of various negligence business organizations are facing this issue. As time goes on the issues are increasing and it directly affects the products and environment of organizations. As it is observed from this study that there are a number of drivers that are responsible for employee engagement the organizations need to focus on those drivers. Also, a theory for employee engagement has been presented in this study that can provide a clear picture of the basic elements that can be improved by business organizations and it will help in various ways to inspire employees to show their interest and energy to involve with their organizational matters. The main purpose of this study is to measure the employee engagement rate and there are various tools available that can help to measure it. Those organizations which want to measure their employee engagement rate in the workplace can undoubtedly take the help of those tools discussed in this study.

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