Chapter - 3

Employee Engagement: A Conceptual Framework

In the previous chapter, the researcher has discussed the review of available and published literature on the subject of employee engagement. The review has been presented in different sections such as meaning and concept of employee engagement, importance and factors influencing employee engagement, employee engagement in hospitality industry and impact of employee engagement on organizational performance.
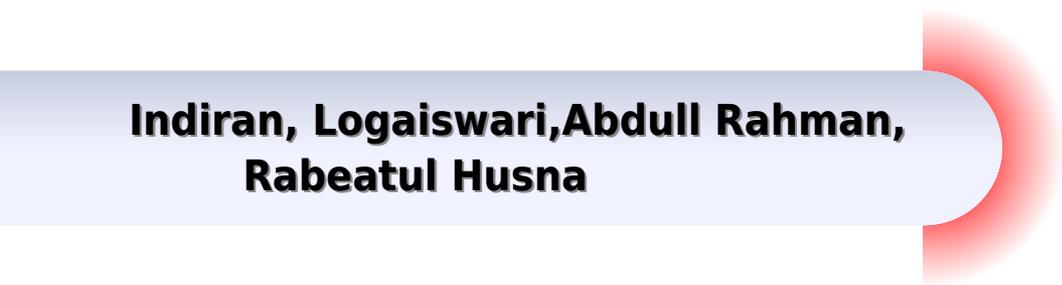
The present chapter deals with the concept of employee engagement, nature and importance of employee engagement for an organization. Researcher also presented theories and models of employee engagement along with its various drivers and barriers. The chapter ends with antecedent and consequences of employee engagement and measures to improve the level of engagement among the employees in the organizations.

3.1 Introduction

Employee engagement has emerged as a popular organizational concept in recent years. It has become one of the most leading priorities of human resource practitioners and senior managers in the organization today in the corporate world (Bhatla, 2011). Employee engagement has generated great deal of attention among many human resource practitioners, business entrepreneurs and academic researchers across the globe (Larkin, 2009; Sharma & Anupama, 2010). Human resources are important assets of every organization. The success or failure of the organizations is largely dependent upon employees working in it (Khan, 2013). In this era of globalization and industrialization, where there is large scale competition in the market, it is necessary for the organization to have engaged workforce for the survival and smooth functioning of the organization. Employee engagement is considered as an important technique that is commonly used now a days in the corporate world, mainly in service industry. The term employee engagement was firstly used by the Gallup Consulting Firm. Later, it has been used by academia. Kahn (1990) was the first academic researcher to use the term employee engagement and defines that employee engagement is the level of dedication and involvement of the employees

Chapter 3 Employee Engagement A Conceptual Framework

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Chapter 3 Employee Engagement A Conceptual Framework:

Employee Experience Management for Organizational Resilience Figueiredo, Paula Cristina Nunes,Rouco, José Carlos Dias,Rodrigues, Rosa Isabel,2026-01-29 Employee experience management plays a critical role in fostering organizational resilience by shaping a workplace culture that creates change and promotes employee well being Organizations must not only respond to external disruptions but also build internal strength through engaged and empowered employees By prioritizing employee management companies can cultivate a resilient workforce that is not only motivated and productive but also agile in the face of uncertainty This approach to employee engagement encompasses everything from recruitment to career development helps create an environment where individuals feel valued and equipped to navigate challenges Employee Experience Management for Organizational Resilience explores the integration of employee centered practices and strategies that improving employee engagement and productivity This book presents innovative and disruptive solutions for the success of organizations Covering topics such as behavior employee engagement and organizational behavior this book is an excellent resource for academicians researchers human resources professionals organizational leaders consultants and students looking to deepen their knowledge and apply innovative practices to create more resilient and engaged work environments   **Customer Engagement Marketing** Robert W. Palmatier,V. Kumar,Colleen M. Harmeling,2017-08-29 This book provides a synthesis of research perspectives on customer engagement through a collection of chapters from thought leaders It identifies cutting edge metrics for capturing and measuring customer engagement and highlights best practices in implementing customer engagement marketing strategies Responding to the rapidly changing business landscape where consumers are more connected accessible and informed than ever before many firms are investing in customer engagement marketing The book will appeal to academics practitioners consultants and managers looking to improve customer engagement   Work Engagement Arnold B. Bakker,Michael P. Leiter,2010-04-05 This book provides the most thorough view available on this new and intriguing dimension of workplace psychology which is the basis of fulfilling productive work The book begins by defining work engagement which has been described as an opposite to burnout following its development into a more complex concept with far reaching implications for work life The chapters discuss the sources of work engagement emphasizing the importance of leadership organizational structures and human resource management as factors that may operate to either enhance or inhibit employee s experience of work The book considers the implications of work engagement for both the individual employee and the organization as a whole To address readers practical questions the book provides in depth coverage of interventions that can enhance employees work engagement and improve management techniques Based upon the most up to date research by the foremost experts in the world this volume brings together the best knowledge available on work engagement and will be of great use to academic researchers upper level students of work and organizational psychology as well as management consultants   *Talent Management in Hotels*

and Hospitality Rassal, Carimo Hassam,2025-12-18 The hospitality industry relies heavily on skilled motivated employees to deliver exceptional guest experiences and maintain competitive advantage However high turnover rates shifting workforce expectations and rapid technological change have made talent management a critical challenge Developing effective strategies to attract engage and retain talent ensures operational excellence innovation and long term sustainability Prioritizing workforce development and well being not only enhances organizational performance but also strengthens the industry s resilience in an evolving global landscape Talent Management in Hotels and Hospitality explores the critical role of talent management in the success and sustainability of hotels and the wider hospitality industry It provides a comprehensive understanding of how effective talent strategies contribute to organizational success in the dynamic hospitality industry Covering topics such as airport ground operations generational dynamics and vocational education this book is an excellent resource for academicians researchers industry professionals organizational leaders consultants graduate students and more

AI and Emotional Intelligence for Modern Business Management Bhardwaj, Bhawana,Sharma, Dipanker,Dhiman, Mohinder Chand,2023-10-16 The ever evolving field of management in today s corporate world is marked by constant disruptions and turbulence The emergence of Artificial Intelligence AI and Emotional Intelligence EI presents opportunities for automation optimization and effective leadership but it also raises concerns about job displacement and the need to bridge the gap between these two domains AI and Emotional Intelligence for Modern Business Management Bridging the Gap and Nurturing Success offers solutions to closing the knowledge gap This book provides comprehensive insights and practical strategies to academic scholars researchers practitioners educators and students Targeting a diverse audience this book serves as a solution oriented resource for navigating the complexities of AI and EI in business management By addressing both AI and EI the book equips readers with the necessary tools to integrate these domains seamlessly into modern business management practices stimulating informed discussions inspiring innovative approaches and fostering a deeper understanding of the opportunities and challenges posed by these emerging fields **Informal Learning at Work** Gerhard Messmann,Mien Segers,Filip Dochy,2018-01-22 Informal Learning at Work reflects the growing interest in changing the way the workplace encourages and enhances learning and professional development Due to societal economic and technological developments organisations face the pressure of growing knowledge intensity and the need for innovations As a result employees are expected to adapt to new situations and constantly update their skillsets within an increasingly challenging environment This book brings together cross disciplinary perspectives from leading international researchers drawing on a range of theoretical and empirical studies Extensively researched and expertly edited this new addition to the EARLI New Perspectives on Learning and Instruction series outlines the starting points for future research and highlights the benefits and implications for those aiming to foster informal learning at work covering areas such as professional judgement improving the structure of work tasks facilitating innovative work behaviour the place of informal learning within

teaching Informal Learning at Work presents original quantitative and qualitative studies as well as integrative analyses of worldwide research and is an invaluable introduction to this highly topical subject   Persistent Work-related Technology Use, Recovery and Well-being Processes Lenka Ďuranová,Sandra Ohly,2015-12-15 The aim of this work is to provide insight into the process of employee recovery and well being in regard to work related ICT use during after hours Therefore we discuss 1 theories that help us to understand the determinants and outcomes of this behavior 2 our core concepts recovery and well being and 3 previous empirical findings on ICT use after hours for work purposes On the basis of literature review we propose a new conceptual overall framework of ICT use after hours for work purposes with the focus on employee recovery and well being processes Thereby we posit ICT use after hours for work purposes as potential stressor resource or demand see action theory by Hacker 1998 2003 Frese and Zapf 1994 depending on many personal and environmental factors but primarily on cognitive appraisals see transactional model of stress by Lazarus and Folkman 1984 This three way division enables us to propose various linear and non linear associations to focused outcomes We conclude with an overall discussion on further research concerning the identified research gaps   Managing Employment Relations Tony Bennett,Richard Saundry,Virginia Fisher,2020-02-03 Employment relations is concerned with the relationship between employees and their employers one of the most important aspects of an HR role Managing Employment Relations will give students a thorough grounding in the processes context and practical application of employment relations and the skills they need for a successful career in HR Covering everything from the legal aspects of employment relations essential policies strategies and the changing social context to conflict resolution mediation employee engagement and workplace discipline Managing Employment Relations is an indispensable guide With brand new content on gig economy workers supporting diversity in the workplace individual and group policies and the need for greater transparency in the employer employee relationship this book is a comprehensive guide to the theory and practice of employment relations Mapped to the CIPD Level 7 module in employment relations and full of case studies and exercises to help students understand the practical application of the core topics this is an essential textbook for postgraduate HR students and practitioners in an employment relations role Online resources include a lecturer guide lecture slides sample essay questions and additional case studies for students and lecturers as well as annotated weblinks   The Polyployee. On the lived experience of Polymaths' Engagement with Leadership Styles in Organisational Settings Florian Stummer,2022-11-23 Doctoral Thesis Dissertation from the year 2022 in the subject Business economics Business Management Corporate Governance grade 1 5 language English abstract Build a niche Algorithm yourself Hyperspezialize The work environment of the 21st century becomes a place of boxes labels and tags with leaders on top who are far beyond the capability to direct or steer but rather react on risk scenarios market losses and an overarching change aversion However as the Universe medal has two sides by nature there is an opposing force that came to light in the last years Generalism Not only as a term Through the centuries unique individuals were able to learn faster

adapt rapidly and synthesize ideas quicker than others namely Polymaths These individuals are part of the working world Unfortunately most of them live unheard and uncared for in organisational settings around the world **The role of individual level ambidexterity. Emotional intelligence and job engagement** Solomon Sekyi,2023-02-06 Research Paper postgraduate from the year 2023 in the subject Leadership and Human Resources Employee Motivation grade 3 language English abstract This study aimed to examine emotional intelligence and employees work engagement the mediating role of individual level ambidexterity Employees sense of engagement to their jobs has in recent times become very crucial to both academics and practitioners The significance of human beings in an organization is embedded in the knowledge skills and abilities possessed by employees Although ones intellectual ability may predict their successful contribution to organizations in which they find themselves a very important aspect which is mostly overlooked by employer is individual awareness of their emotions and how they can tactfully handle emotion related matters The researcher adopted a descriptive cross sectional survey using structured questionnaires to collect data from the study respondents The data was collected from a total of 351 respondents from the Local Government Service and these respondents were sampled using the convenient sampling procedure Linear regression analysis was used to analyze the impact of the independent variable on the dependent variable Hayes mediation analysis with confidence intervals was used to test the mediation of individual ambidexterity

Employee Retention. Small Tax Payers' Branch Offices in Bole Sub City, Addiss Ababa (Ethiopia) Yenesew Wonedemeneh,2020-01-15 Thesis M A from the year 2019 in the subject Business economics Business Management Corporate Governance language English abstract The main purpose of this study was to assess the factors affecting employee retention in Bole sub city small tax payers office The study also attempted to determine whether Compensation training and development Work Life Balance Employee Engagement and working environment affects employee retention in Bole sub city small taxpayer s branch office In order to seek the research objectives data was collected through closed ended questionnaires The target population for this study was 438 employees working in the Bole sub city small tax payers branch office A sample of 210 respondents was drawn from the total population using simple random sampling technique In order to analyze the data both descriptive and explanatory way of analysis were used to analyze the data The descriptive analysis was analyzed facts using frequency percentage tables figures mean and standard deviation However explanatory analysis was analyzed using correlation and regression The findings revealed that the Compensation Training and Development Work Life Balance and Work Environment in the organization have significant and positive effect on employee retention p values

The impact of change management on employee's engagement during mergers and acquisitions in Hire Vehicle Industry of UK. The case study of IRide Muhammad Khurram,2019-06-18 Master s Thesis from the year 2018 in the subject Business economics Business Management Corporate Governance grade A BPP University language English abstract The outcomes of M A strategies not only reflected in the organisational performance but the employees in the

merged organisation also get affected Ngyuen and Kleiner 2003 added that confusion and lack of surety are observed in employees in the post merger situation as they become unsure of their future in the new organisation Moreover the issues created due to the role conflicts and uncertainty can lead to increased turnover and increased expectation from the job I new organisation Hewitt 2013 Thus the merger of ride compares in the UK also resulted in the formation of a new Company iRide Therefore the level of employees commitment and their engagement in iRide need further exploration Seo and Hill 2003 added that participation in decision making and drastic changes in organisational policies make it difficult for employees to stay intact with their roles and responsibilities Hence the individual and organisational productivity are normally questioned in post merger situations Thus it is essential to evaluate the existing commitments and expectations of employees with the new organisation The policy makers of iRide aimed at resolving raised issues and problems from the fleet of 850 plus drivers and other employees **Leveraging Human Capital in Entrepreneurial Strategies** Indiran, Logaiswari,Abdull Rahman, Rabeatul Husna,2025-04-22 Human capital plays a pivotal role in shaping the success of entrepreneurial ventures The dynamic interplay between an enterprise s human resources and its strategic initiatives may cultivate skills knowledge and creativity within teams These assets can then be mobilized to foster innovation competitive advantage and growth in the entrepreneurial landscape The influence of human capital can be integrated with other aspects of entrepreneurial strategy such as innovation market expansion and adaptability Further exploration of this integration may ensure successful entrepreneurial strategies for business sectors Leveraging Human Capital in Entrepreneurial Strategies explores the multifaceted contributions of human capital to entrepreneurial effectiveness and efficiency providing a nuanced understanding of how entrepreneurs can harness the potential of their teams to drive business objectives It examines the way entrepreneurs and managers think about their workforce shifting the perspectives of employees as costly to key strategic assets Covering topics such as performance management talent retention and social capital this book is an excellent resource for entrepreneurs human resource managers business leaders policymakers investors venture capitalists researchers academicians and more Social Engagement in Curriculum Design Daniel Zvi Meyer,2003 *The Engaged Department Toolkit* Richard M. Battistoni,Sherril B. Gelmon,John Saltmarsh,Jon Wegin,Edward Zlotkowski,2003 This handbook is designed to help departments develop strategies for including community based work in their teaching and scholarship making community based experiences a standard expectation for majors and encouraging civic engagement and progressive change at the departmental level It acts as both a resource and a curriculum assisting others in replicating the Engaged Department Institutes offered nationwide by Campus Compact The toolkit no longer includes a CD ROM but customers can email stylusinfo styluspub com with proof of purchase and we will email you the key information that was on the CD ROM including PowerPoint slides and sample documents that can be adapted to meet the needs of individual departments **Brief Treatment in Clinical Social Work Practice** Maria D. Corwin,2002 Author Maria Corwin offers a

text that addresses the current concerns that professionals may have regarding shorter treatment programs As stated in her preface her goal is to help students and clinical workers gain a sense of competency and confidence in doing time limited work   **The Development of a Conceptual Framework and Model for Information, Education, and Communication (IEC) to Reduce Antibiotic Misuse Among the Vietnamese Population in Nam Dinh Province** Huy Hoang Ngo,2016   **The Future of Workplace Spirituality as Science** Pitshou Moleka,2023-11-09 Academic Paper from the year 2023 in the subject Psychology Work Business Organisation grade A language English abstract This book brings several new frameworks paradigms and concepts to the science of workplace spirituality Integrating Spirituality in Organizational Development This book brings a new paradigm by proposing that spirituality should be integrated into organizational development It introduces the concept of spiritually intelligent based organizations SIBO and provide a framework for developing spiritual intelligence in organizations A new framework that I call S P I R I T U A L IT Y S Sense of Purpose P Practices for Mindfulness and Self awareness I Importance of Empathy and Compassion R Responsibility for Ethical Behavior and Social Responsibility I Investment in Continuous Learning and Development T Teamwork and Community Service U Utilization of Servant Leadership A Alignment with Purpose and Meaning L Leadership Development I Inclusivity and Diversity T Transparency and Open Communication Y Year round Focus on Spirituality is developed in this book The Role of Technology in Workplace Spirituality The book explores the role of technology in facilitating workplace spirituality It introduces new concepts such as digital mindfulness and virtual spirituality and provide guidance on how to integrate technology in workplace spirituality practices This book brings also several new frameworks to measure workplace spirituality impact on employees and leaders such as Spiritual Values Assessment SVA and Workplace Spirituality Climate Survey WSCS In practice this book can be useful for managers leaders and employees who are interested in incorporating workplace spirituality into their organizations It provides practical insights and examples of how workplace spirituality can be implemented in organizations and how it can benefit both individual employees and the organization as a whole This can help organizations create a more positive and fulfilling work environment enhance employee engagement and well being and promote social responsibility and purpose driven work Overall this book can be a valuable resource for anyone interested in understanding the role of workplace spirituality in modern organizations both from a theoretical and practical perspective

   Social Work Practice Vimala Pillari,2002 Using the ecological perspective and emphasizing human diversity this generalist social work practice text presents the values knowledge and skills of intervention that are necessary when working with diverse clientele The different areas of study focus systematically on individuals families groups communities and organizations Skills of communication including interviewing and relationship skills are highlighted   *Transforming Participation?* Niamh Gaynor,2010-04-14 Original and insightful this is an empirically grounded but conceptually rich critique which gives us sharp tools for a better understanding of how to achieve equitable and sustainable development goals in the

future Jenny Pearce Professor of Latin American Politics Director of the International Centre for Participation Studies University of Bradford UK

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