

A Conceptual Study On Employee Engagement Interventions, & Their Impact On Employee Engagement And Employee Efficiency

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How to cite this article: Ajit Kumar Sarangi, Arun Kaushal (2024). A Conceptual Study On Employee Engagement Interventions, & Their Impact On Employee Engagement And Employee Efficiency. *Library Progress International*, 44(3), 4606-4617.

ABSTRACT

Employee engagement plays important role in the organizational context employee efficiency.. Every organization need self-motivated, dedicated, fully involved and high performance employees to reach higher organization effectiveness and achieve the company's objective. Different organization focuses to increase performance, retention and create loyal employee. To achieve this organizations and HR practitioner adopt different interventions. This explore the exiting intervention, engagement and employee efficiency from the past research and literature to arrive at a conceptual model. The conceptual model define the relationship between engagement intervention, engagement and employee efficiency. According to the literature conceptual models has been designed and it reflects engagement intervention decide employee engagement and employee efficiency, also there is a strong relation between the engagement and employee efficiency. Higher the engagement higher the employee efficiency.

Key Word: Employee Engagement, Engagement Interventions & Employee Efficiency

Introduction

Employee engagement plays an important role in any organization success in terms of employee productivity, retention and innovation. Every organization and leaders focus to have engaged, self-motivated and high performance employees to achieve organization goal & to improve effectiveness of employees. Further it is described in various research that engaged employee is an asset to the organization, as they are aligned to the organization, vision, mission and value, physically & emotionally. The engaged employees are highly involved with their job, and produce higher result for the organization, these employees inspire other to perform better by going extra mile beyond their job. To understand further first let's understand what engagement really means:

Employee engagement is employees' physical, emotional & behavioral involvement during the work (Kahn 1990; Shuck et al., 2010). Employee engagement is also defined as the level of commitment, awareness of his/her work & organizational goals, and involvement the employee has to improve organizational performance (Harter, J. K. et al., 2002; Jaiswal et. all 2016; Gupta, 2015). Further Wellins et al., (2005); Xie, (2006); Bakker (2011); Kasparkova, et al. (2018), Employee engagement is a mixture of knowledge towards the job, loyalty, dedication, positivity, ownership and head towards the common goal of organization.

Further Lim, (2019) defined engagement as employee experience in lifecycle i.e. physically, emotionally, psychologically, and behaviorally with their organization. Highly engaged employees are aligned with the organization goal and feel supported, this result in productivity enhancement of the employee, these employee thrive to reach higher level of productivity and take organization to the next level. AON Hewitt, (2015) describe engagement combines belief, sentient, intention to perform and attitude to perform better and reach higher level of efficiency.

In the current era where employees plays an important role in organizational efficiency, it is really

challenging for HR practitioner and leaders to keep all the employees highly engaged. According to Gallup (2021), Pandemic relay impacted the employee engagement negatively, *and the worldwide engagement level have dropped from 22% to 20%*. The report further suggest that four main cause of the drop in engagement level is 50% of the received less money, 32% of the employees lost their job, 53% stopped working temporarily. Also the report suggest that no doubt the engaged score have dropped 2% worldwide but organization which have best practice and strategies to engaged employees have really thrive in the Pandemic situation, and the score *is significantly increased from 71% to 73%*.

According to Adair et al., (2021), the factors that impacted the engagement level in 2020, are *Long working hours, work pressure, Isolation, Home office, Family, health, children etc.* Care and concern really played an important role during the Covid'19 scenario.

Hence Organization need to devise different strategy to attract, retain, maintain employees who are highly productive and formulate engagement strategies to increase the performance, moral, motivation and align employees with organizations vision, mission and value.

This study is to find concept of employee engagement interventions taken in past, employee engagement level & efficiency of employee. Further to this identifying the relationship between employee engagement intervention, engagement level and employee efficiency is also very crucial to understand the correlation between each aspect.

Several literature pertaining to engagement practice, engagement and engagement level, outcome of engagement practices and engagement level and employee efficiency and its determinants have been reviewed in this article. Various article have been taken in the same field of study and found out what different concept provided in past research. Also finally explored the relationship between each concept i.e. engagement intervention, engagement and employee efficiency.

Based upon the literature review we have identified below mentioned research questions for the study:

- Q1. What is Employee Engagement, and what are the engagement interventions in the literature
- Q2. What is engagement level, and what are the dimension of engagement level
- Q3. What is employee efficiency and how it is effected by engagement intervention and level of engagement?
- Q4. Is there any relationship between engagement intervention, engagement level and employee efficiency?

Literature Review

Employee engagement has been defined as employees' physical, emotional, behavioural, emotional involvement during the work involvement (Kahn, 1990; Shuck et al. 2010). Employee engagement is also defined as the level of commitment, awareness of his/her work & organizational goals, and involvement the employee has to improve organizational performance (Harter, et. al. 2002; Jaiswal et. al., 2016; Gupta 2015). Employee engagement is a mixture of knowledge towards the job, loyalty, dedication, positivity, ownership and head towards the common goal of organization (Wellins et al., 2005; Xie, 2006; Bakker, 2011; Kasparkova et al., 2018). Russo (2021) defined the , maslow's theory of motivation to engagement, the factors what keep employee engage are pay and benefits, comfort and safety, relation with peers and manager, development and organizational values.

Further described by Tomas et al., (2018), employee engagement is the calibration of the employee and their traits. Also they have stated that highly engaged employees' shows higher level of enthusiasm, energy and motivated to performer their job, and this translate to higher job satisfaction, innovative behaviour and performance, whereas low level of engagement results in burnout, turnover etc. Lim (2019), define engaged as employee experience in lifecycle i.e. physically, emotionally, psychologically, and behaviorally with their organization. Highly engaged employees are aligned with the organization goal and feel supported, this result in productivity enhancement of the employee, these employee thrive to reach higher level of productivity and take organization to the next level. AON Hewitt (2015) describes engagement combines belief, sentient, intention to perform and attitude to perform better and reach higher level of efficiency.

In the above definitions there are lot of factors which influence the employee engagement. And companies take different strategies and interventions to engage employees.

Engagement Interventions

Engagement interventions/practices are those which helps the organization to increase the employee engagement level and are aligned to the employee engagement development factors. Due to these interventions

the employees' behaviour, performance and overall effectiveness get impacted.

Communication plays a vital role. Internal communication is sharing of knowledge and information on time and effectively amongst the different group of employees. Internal communication can be both Vertical and Horizontal, from leaders to the employees and vice versa are vertical communication whereas communication in peer group is termed as horizontal (Dolphin, 2005). Organization and leaders focus on providing effective, timely communication to the employees. According to Holo et al., (2016) non effective internal communication adversely affects the organization to gain and maintain the competitive advantage. Also choosing the correct channel of communication is very important to reach to all level of employees and be effective on the communication strategy, according to Sull et al., (2015) communication strategy and channel of communication need to vary for different scenario and situation. According to Stegariou & Talal (2014) in appropriate internal communication methods and strategy give rise to poor information communication, and it adversely affects the organization. Different organization takes different majors and adopt practice few of them are, Employee Town Hall, Skip Level meeting, Query resolution system, knowledge sharing session etc.

Brun & Dugas (2008), define recognition is constructive based on acknowledging people as sincere, worthy of respect, great performer, and poses good knowledge in their field of work. Non-monetary rewards such as manager congratulating employees by writing personal note and appreciating in public for accomplishing his job, best performance etc. has high impact (Graham & Unruch 1990). According to Nelson (1996), Kyle (2000) recognition have more impact when it is instant, given personally, objective, use of more non-financial reward and give genuine reward for expected performance. Robbins (2019) defined appreciation is acknowledging one's fundamental values, and it is not acknowledging what they have accomplished but what they are as a colleague, manager, peer, and overall as a human being.

Reward is one of the crucial factors that determine the motivation level of employees and this has a direct impact on employee motivation. (Diez, 2020), Now a days companies are adopting the Total Reward system and the whole reward strategy is being built based on Organization type and size, employee profile, business units etc. (Singh, 2020). Further rewards are classified broadly into two categories:

Extrinsic reward are tangible and monetary in nature, it helps to meet the expectation of employees and keep them satisfied and motivated. For example pay, pay rise, promotion, commission, periodic bonuses, promotion etc. (Tsaim 2005; Mendonka 2002). Employees are highly sensitive on reward system and performance recognition, and they expect some monetary benefits, also every employee directly compare the tangible reward he receives vs the performance he/she has delivered. Hence the reward plays a very important role in employee engagement and jobs satisfaction (Yosuf et al., 2002; Carraher et al., 2006).

Intrinsic reward are basically intangible and non-monetary in nature for example personal growth, learning new skills, Empowerment, Decision Authority etc (Torrington et al., 2009).

According to Clark, 2000, Greenhaus et al., (2003) employee providing equal level of attention and get higher satisfaction from his work related i.e. his productivity, organizational commitment, loyalty toward the organization and with his family and life. It is segmenting and defining the clear border between work and life where both are given importance to reach higher level of balance between work and life (Paul et al., 2010, Clark 2000). Dollard and Baker 2010, have found that organization need to build strategies and interventions to enhance the work and life balance of employees to avoid the merging line between both. To bridge the gaps organization are providing the flexible work environment like Working place, hours, flexi shift, Gig and part time employment, leaves (Maternity/paternity, Sick, hobby leave etc.) to the employees, when employee avail these facility are found have direct positive impact on employee engagement (Jason & Harold, 2018)

Training is the key for every organizational growth and to increase employee efficiency and effectiveness, it further helps employees to increase their skills & knowledge to do a particular job (Ganesh et al., 2015; Swaminath et al., 2011). Training further helps to bring continuous improvement and help organization to future proofing them (Bhatia et al. 2014; Velumuran, 2011).

Training and employee performance is positively related, different methods of training not only increase the training effectiveness, but also helps in employee & organization efficiency (Dable et al., 2014; Salah, 2016; Hafeez & Akbar, 2015). Also Salah (2016) amongst all training interventions like induction, technical, foundation, refresher, safety, health, off the job and on the job training; on the job training is very effective, however all the training intervention is very important for the employees to harness their skills and improve performance. According to Lewis Garrad (2020), learning, thinking, behaviour and outcomes keep going on in a vicious circle

and it helps to change the attitude and behaviour in the continuously changing environment. 2020 have given a bigger opportunity for every one and it has taught us many things, the Covid'19 brought changes in every aspect and training is never the less, Raheja (2021), Seth (2021), described that the key trend that impact L&D are building resilience mindset in the organization, dealing with pressure and stress, upskilling, experiential learning, micro learning, Personalized learning, pull based learning and Social learning etc. Covid'19 have changed everything from physical to virtual and digital. It has brought the concept of E-learning in full impact. E learning is nothing but the learning using internet (Amara & Atita, 2016). E-learning is very significant to improve employee engagement and keep them motivated (Wolor, 2020)

Main aim of any *employee developmental* programs are to meet organizational objective, increase employee efficiency and involvement, and drive the culture of the organization (Kottke, 1999; Gerbman, 2009). According to Feldman (2000); Fenn (1999); Dobbs (2000), employees seek programs in the organization which help them increase their efficiency and able to reach next ladder in the organization, also organization focusing on making employees future proof by helping them to enhance their skills, promote more job satisfaction & motivation. Carlson (2021) have described Covid'19 have taught us to be prepared for any unexpected circumstances, she further describe that succession plan or developmental programs will help organization to sell through the crises easily, when you have a man to man mapping it's easy for the organization to come out of any circumstances as employee is the key to any business success.

Performance management & appraisal is very crucial topic in Human Resources domain. A systematic, transparent performance management process helps organization to set the expectation and have periodic review of employee's performance on agreed key result area (Armstrong et al., 2014). This helps the organization to monitor and enhance the overall efficiency of organization and employees. (Singh et al., 2013; Sang, 2015). Performance appraisal system helps improving the motivation & job satisfaction amongst employees (Chen & Eldridge, 2010). If the employees aspiration and goals met, perform well and being loyal to the organization (Wright & Cheung, 2007). Gartner (2008); Armstrong (2009) states that performance appraisal is evaluation of one employee's work to determine employees value in the organization.

Fun at work activities which are not involved as part of work and are in enjoyable, playful, sociable which provides employees amusement & pleasure (McDowell, 2005; McLaughlin, & Newstrom 2003). Further to it Ford, et al., (2003) defines a workplace fun includes recognition, social event, games, sports etc. All employees need some fun element in their work which further impact employees (Oswal et al., 2010). According to Kathy (2017) stated that many organization started believing that humor at workplace makes employee more productive and create a win-win situation for both organization and employee. Hastle (2020) suggested that in Pandemic scenario everyone feels lonely and this loneliness is not good for health, she further suggested that belongingness, sense of fun at work, office celebration impact employees positively.

Digital transformation in the organization are gaining the edge. In the recent Covid'19 era digital transformation played an important role. Organization already focused on digitization in last few years have impacted positively. Organization are focusing and spending more on digital transformation to increase productivity, become cost effective and increase customer and employee experience (Arshad et al., 2015; Dixit 2017). Ostrom et al. (2015), describes technology plays an important role in influencing the behaviour and of employees. Digital transformation is an ongoing process to add value, change behaviour and create opportunities for organization (Bounfour 2016; Gartner 2020). According to Dos et al., (2020), digital transformation impact positively to employee engagement, and become one of the key facilitator for employees to perform better. Goswami & Upadhaya (2019), engagement & performance level is high in a digital environment as compare to manual working environment. Digital transformation provide an ecosystem for the employees to perform their job and help them to attract new customer (Forcadell et al., 2020).

Organizational alignment and engagement is directly related to each other. Engagement level of the organization and employees are high when they are aligned to the goal of the organization. As described by Kathuria et al., (2007) understating of organizational goal / vision by the different level of employees in the organization. Further Boswell & Boudreau (2001), describe organizational alignment as aligning crucial factor of organization such as strategy, process, technology, people etc. to meet organizational goal.

Employee engagement and his performance is highly impacted basis on the relation they share with the supervisor and peers. May et al., (2004); explained that employee relationships with co-workers and supervisors will affect the psychological condition of employees in the workplace. Further they have suggested that relation

with peers and guidance of supervisors directly impact the psychological condition of employee (Kahn, 1990; May et al. 2004). According to Gallup (2021); manager plays an important role in the team engagement. Also team member when they know each other strength relate effectively and reach higher level of unity, this helps the organization to reach higher level of efficiency and effectiveness (Gallup, 2017). Gallup further define manager is someone who leads the team to reach higher level of efficiency, the five traits of manger which influence the employees are motivation, workstyle, intimation, collaboration, thought process. According Allas & Schaninger, (2020) relation with supervisor is the top factor in employee satisfaction. Manager plays a crucial role in employee engagement, as they impact the overall lifecycle of employee.

Employee Engagement Level

In the current era as there is high demand of talent in the job market and lots of opportunities for employees, retaining the right talent is a challenge for all HR professionals. According to SHRM (2015), Engagement level is defined as the employee's ability to perform their job effectively and efficiently, the relation between peer and superior. Different author have described the engagement in different level, According to Gallup State of Art Report 2017, there are thee engagement level, "*Engaged, Not engaged & actively disengaged*". Whereas Mohannad & Ahmad (2019), define the level as "*Highly engaged, actively engaged & actively disengaged*". Employee Engagement, motivation and jobs satisfaction goes hand in hand and help to reach higher level of employee efficiency.

Job Satisfaction is as a state of employee emotion where he/she feel involved, motivated and empowered while performing a job. Job satisfaction is pleasure, positivity employee have towards his job (Fildman & Anrold, 1982). Job satisfaction lead to higher performance level, factors like working condition, compensation, stress, work-environment & work load, grievance handling, peer relation, manager relation, empowerment effect the job satisfaction directly(Tariq et al., (2013); Bakotic & Babci (2013); Janardhanan et. al. (2011). Jobs satisfaction and employee engagement level directly related to each other directly and jobs satisfaction bring employee loyalty and performance (Markos et al., 2010).

Employee Engagement, Motivation goes hand in hand. An engaged and motivated employees is highly efficient and loyal to the organization. According to Arnold et al., (1991), there are three component of motivation direction, effort and persistence. Direction is defined further as what the employees trying to do and achieve, effort is described, and the determination of employee's to accomplish the task and persistence defined as the consistency and the duration of the person to accomplish the task. According to Brad Richardson, Engaged employee are intrinsically motivated and they are self-driven love their job, goes extra mile to help organization reach success. However extrinsically motivated employees are driven through external factor like reward, relation with peer and superior etc. The positive engagement interventions can help converting these categories of employees and making them engaged.

Employee Efficiency

The current situation organization are focusing to reach high level of employee by increasing their performance, expanding business in the highly competitive environment. For this the HR practitioner and leaders are devising different intervention and strategies to improve employee's efficiency, as employees plays vital role in organizational growth currently the complete focus on employee engagement in different levels of employee lifecycle, considering the positive and immediate result an employee can deliver to the organization i.e. higher level of productivity, innovation, high retention, and loyalty toward the organization (Buhler 2006; Jaiswal et. al., 2016; Harter et. al., 2002).

Performance & Productivity is crucial for any organization, and organization always design different strategy to improve employee's performance and productivity. Different authors have described employee engagement have direct impact on employee performance and productivity (Harter, et. al. 2002). Further Plesis (2009), described productivity is the amount of time the employee spent to complete the desired task, the employee is hired for. Sharma & Sharma (2014) have concluded that the organizational efficiency is clearly depend on employee's performance and productivity. Higher the level of employee performance and productivity higher the level of organizational efficient, i.e. profitability, market share etc. Building a high performing team always depend on the organizational engagement strategy (Ghuman 2011; Markos & Sridevi 2010).

In the current open job market and lots of opportunity for employees, retaining hi-potential and high-

performance employees is a daunting task for HR Leaders. Retention is defined as an effort of encouragement by the organization to positively influence employee to stay for a long period in the organization (Griffeth et al., 2000). There are various factor which influence retention of organization like reward, work life balance, relation with peer and superior etc. (Griffeth et al., 2000), all these factors sighted by Griffeth et al., (2000) are very much related to engagement interventions. According to Jaisawal (2016), Harter et. al., (2002) highly engaged work environment results to high retention. Building a high performing team always depend on the organizational engagement strategy (Ghuman 2011, Markos & Sridevi 2010)

Innovation is describe as encouraging new idea generation towards process improvement, product introduction etc. & empowerment to implement it in the organization (Rijnsoever et al. 2012, Jong & Hartog, 2010). These ideas help organization to overcome current challenges, be more effective in the market. According to Kaplan (2019), an engaged workforce is highly innovative. Further he has stated that ability to innovate will take the front seat in future for any organizational success. Also Swaroop et al., (2018), suggest that engaged employees are more innovative.

Engaged employees behave as a *Brand Ambassador*, always speak positive about the organization and spread good word of mouth to all the stake holders like customer, peer, manger, potential candidate etc. (AON, 2015). Further Masakure (2016); explain employee loyalty is when employee feel sense of attachment with the organization. There are several drivers of employee loyalty such as empowerment, benefit (social, financial), job satisfaction etc. (Ineson et al., 2013; Bhattacharya 2015). Syahrizal et al., (2019), suggested that employee satisfaction and employee loyalty are directly related to each other. Highly engaged employees are loyal to the organization (Jaiswal et. al, 2016).

Identifying Relationship Between Employee Intervention and Engagement

In the past study it has been clearly seen that employee engagement interventions directly influence the level of employee engagement in the organization. According to Adair et al. (2021); employee engagement interventions have a direct and positive relation with the organizational engagement level, top intervention that directly impacted engaged level across work are Performance management, Feedback, Connect with Leaders, Training, Career growth, Relation with direct manager, empowerment, reward and recognition. Also Adair et al. (2021); reveals that the two most critical aspect i.e. wellbeing and inclusion that took a front seat during the Covid'19 period and will keep influencing employee engagement level in future.

According to Gallup (2021), globally employees have received 50% less salary, 53% employee have temporarily stopped working, 32% of the employee lost their job. This further impacted the engagement level worldwide i.e. it has dipped from 22% in 2019 to 20% in 2020, also in the report India's engagement score dip down to 1% from 2019. The report clearly suggest that as the engagement intervention decreased in 2019 the engagement level of the organization also decreased.

Bhaskar et al., (2013), in their study concluded that there is direct & positive relation between reward, recognition and employee motivation and satisfaction. Also they have stated that motivation and job satisfaction level increase basis on the type of reward and recognition. Also it has direct impact on employee engagement. Further Singh & Malohotra (2018); in their research tested the impact of training on different factors, they have used the survey method and collected data from 100 respondent from IT sector. They have used 2-tailed test and found that training have direct impact on employee job satisfaction as the value of $p < .01$.

According to Mjceldilia et al., (2016), in their research concluded that fun at work has significant relation with engagement. Further they have suggested when there is fun element associated to work employees suggest new methods, ideas to improve effectiveness of work, they are more engaged with their work.

Performance appraisal system significantly helps to increase employee motivation (Idowu, 2017). They further found that main aspect of Performance appraisal i.e. Performance appraisal is related to rewards, assess employees, identify strength and weakness of employee and used as a promotional tools, based on the analysis done by Idowu (2017) each of the above factors is significant and positively impact the employee motivation.

The engagement strategy is different from company to company. Also Employee engagement practices like Training, development, recognition, reward etc. have direct impact on engagement level (Wollard et al., 2011).

Identifying Relationship Between Engagement and Employee efficiency

Employee engagement and employee efficiency share a strong relation. Higher the level of employee engagement higher the employee efficiency (Buhler, 2006, Jaiswal et. al., 2016, Harter et. all 2002). As described by AON (2015) employee engagement intervention like Organization Practice, Benefit, Job Security, Safety, Work Life Balance, peer and manager relation, job satisfaction etc. have direct business outcome such as employee productivity, performance, Retention, loyalty etc. Also past study have suggested that engagement influence the innovative behaviour among the employees (Swaroop et al., 2018). Further Dr. Gaurav Jaiswal et. all 2016; Harter, J. K. et. al., 2002 stated that highly engaged work environment results to high retention. Also Building a high performing team always depend on the organizational engagement strategy (Ghuman, 2011; Markos & Sridevi, 2010)

Daniel (2017), have collected 315 sample to check correlation and used 2 tailed-test. The result shows there is significant relation between job performance and reward (intrinsic, extrinsic) with p value less than 0.01. His studies suggested that reward and recognition also have a strong relation with employee performance with r value of 0.697 and p value is less than .01.

To check the relation between engagement and innovative behaviour, Swaroop et al., (2018), conducted statistical analysis correlation study and found out there is positive and significant correlation between employee engagement and innovative work behaviour with r value of 0.473 and p value less than 0.01.

Niranjan et al., (2018), to check the relation between employee engagement and loyalty conducted a survey in the jewelry industry in India. As part of the survey he has collected 101 sample employee data and tested the hypothesis formed by him using descriptive statistic and used statistical tools like on-way Anova, Linear Regression and co-relation. According to the analysis, the result suggested that there is strong correlation between employee engagement and employee loyalty ($r=0.733$, $p<.01$).

Identifying Relation between Interventions and Employee Efficiency

Employee efficiency is very crucial for any organization success. And it has direct relation with the organizational efficiency. Higher the level of employee efficiency higher the level of organizational efficiency. Organization find different ways to motivate their employees and increase the employee efficiency. The engagement interventions are directly linked and have significant relation with employee efficiency.

Previous researcher have found out that fun working environment have direct impact on employees performance, retention & innovative behaviour (Mjceldilia et al., 2016). Organizations like Google, Marriot, Disney, have fully adopted strategies to increase fun at the workplace, and it's really helping them to be more innovative. Further Goswami & Upadhaya (2019), engagement & performance level is high in a digital environment as compare to manual working environment. Digital transformation provide an ecosystem for the employees to perform their job and help them to attract new customer (Forcadell et al., 2020).

Singh & Malohotra (2018), in their research tested the impact of training on different factors, they have used the survey method and collected data from 100 respondent from IT sector, their research shows that training (On the job, Training design, developmental training) have direct impact on employee efficiency and organizational profit. Futher Dabale et al., (2014); Salah (2016); Hafeez & Akbar (2015) described training and employee performance is positively related, different methods of training not only increase the training effectiveness, but also helps in employee & organization efficiency. Further to the the analysis by Salah (2016), suggested that training effect significantly the employee productivity, further he suggested that it impact 57% positive variation in productivity.

Literature suggested that relationship at work plays an important role to increase the efficiency of the employee. According to the study by Gallup (2017), employees those work at group and help each other with their strength, have higher performance level, with an increase of sale from 10% to 19%. Shaheen et al., (2017); concluded that when employees share a good relation with their manager, are more productive, and help in organizational growth. Also Employee are more loyal when they are associated with their manager (Gallup, 2021).

Conceptual Model

Basis on the literature review of the past research below conceptual model has been arrived. According to the literature engagement intervention, engagement and efficiency are related to each other. Further engagement intervention have direct impact on employee efficiency and over all employee engagement. According to Gallup (2021), last year the organization which have focused more on engagement and adopted different strategies during

the Covid'19 scenario have seen a higher engagement amongst employee and as compare to global scenario and these employees generally go above and beyond the organizational expectation.

Below conceptual model required to be test to establish the relationship and might be basic on the test outcome further refinement to the framework will be required. To test the model further research should focus on different industry, organizations and cross section of employees, and study the organizational engagement intervention, the engagement level of employee and employee efficiency.

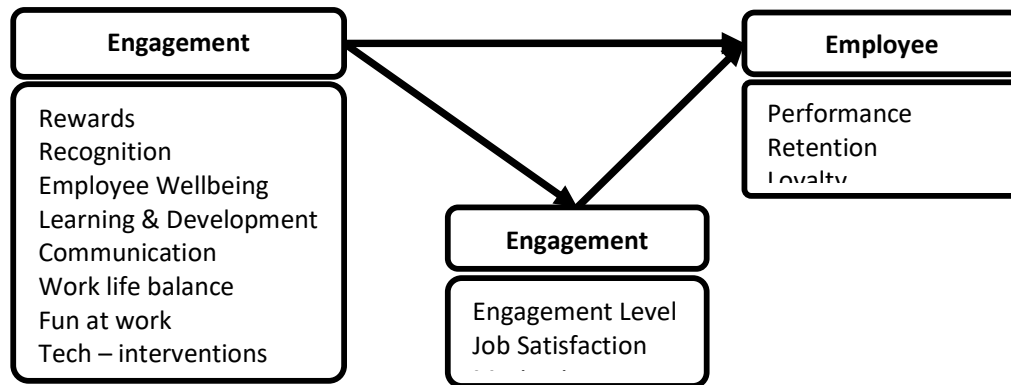


Figure 1. Engagement Intervention, Engagement & Employee Satisfaction. relationship between each aspect.
Source: Self Illustration

Conclusion

Every organization like to have highly productive environment, where its employees are highly motivated, aligned to the organization strategy and highly productive. To reach this organization, leaders and HR heads are focusing on differential strategy to keep employee engaged. Past research shown that there is direct relation between the intervention and employee performance. Effectiveness of the interventions have positive relation with the employee efficiency. Also in covid'19 scenario companies which have given priority to the employee and changed the engagement strategy were thriving as compare to overall engagement condition. Further higher engagement and intervention help organization to create innovative behaviour in employees, innovation and creativity decide the organizational growth. Employee engagement varies from organization to organization and employee to employee. To thrive in the competitive market ad current scenario the key to success for any organization to have an engaged and motivated team. Hence organization need to define its engagement interventions, and relook to it on a periodic manner and change the priority basis on the situation.

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