# EXAMINING THE EMPLOYEE ENGAGEMENT INTERVENTION AND IMPACT ON EMPLOYEES' ENGAGEMENT PRODUCTIVITY AND RETENTION: A CONCEPTUAL FRAMEWORK POST COVID SCENARIO

**Ajit Kumar Sarangi**

Research Scholar, Lovely Professional University

**Dr. Arun Kaushal**

Associate Professor, Lovely Professional University

**Abstract:**

**Purpose:** The purpose of this study is to investigate the impact of employee engagement interventions, both before and after the COVID-19 pandemic, on employee engagement, performance, and retention. It aims to explore the relationship between engagement interventions, engagement dimensions, job satisfaction, and their influence on overall employee performance and retention. The study seeks to provide insights and understanding regarding the importance of engagement strategies in the context of a changing work environment influenced by the pandemic.

**Theoretical Framework:** This study explores the existing interventions, engagement, and Performance & Retention methods from the present literature to develop a conceptual framework. The conceptual framework defines the relationship between engagement interventions, engagement, and employee Performance & Retention.

**Design / Methodology / Approach:** This study utilized a literature review and semi-structured interviews to examine engagement interventions and their effects on employee engagement, performance, and retention. The methodology included identification, screening, eligibility, and inclusion, following PRISMA guidelines. Various engagement constructs from 1990 to 2022 were analyzed and summarized in a table.

**Finding:** This study finds that employee engagement interventions help to keep employees engaged and enhance employee Performance & Retention.

**Research, Practical & Social Implications:** This study provides industry leaders with insights on pre- and post-pandemic factors influencing employee engagement. It also offers HR professionals valuable information to improve HR programs and policies. Furthermore, it aids researchers in studying post-COVID employee engagement interventions.

**Key Word:** *Employee Engagement, Engagement Interventions, and Employee Performance & Retention*

## 1. Introduction

Employee engagement plays a crucial role in all organizations' success regarding employee productivity, retention, and innovation (Niranjan, 2018; Singh & Malhotra, 2018); Gallup, 2021; Jaiswal et al., 2016). Every organization tried to engage, and motivate employees to achieve organizational goals and improve employee effectiveness (Aon, 2015; Kasparkova et al., 2018;). Further, it is described in the literature that engaged employee is an asset to the organization, as

they are aligned with the organization's vision, mission, and value, physically and emotionally. Engaged employees are highly involved with their job and produce higher results for the organization. These employees inspire others to perform better by going the extra mile beyond their job (Kahn, 1990; Shuck et al., 2010; Jaiswal et al., 2016).

The Covid'19 had changed the whole world on 11th March 2020, when World Health Organization declared Covid'19 as a pandemic (Cucinotta & Vanelli, 2020). Due to the disease, i.e., rapid spread, countries across the globe implemented lockdowns (Shereen et al., 2020). The lockdown resulted in a rapid closure of businesses, increased unemployment, and forced employees to work from home, which impacted mental health and engagement (Gallup, 2021; Ren et al., 2020).

In the current situation where employees play an essential role in organizational Performance & Retention, it is challenging for HR practitioners and leaders to keep all employees highly engaged. Gallup (2021) explained that the pandemic impacted employee engagement negatively, and the worldwide engagement level has dropped from 22% to 20%. The report further suggested that the four main reasons for the drop-in engagement are that 50% of the received less money, 32% of the employees lost their job, and 53% stopped working temporarily. Also, the report suggests that the engaged score has dropped by 2% worldwide. However, an organization with best practices and strategies to engage employees has thrived in the Pandemic situation, and the score significantly increased from 71% to 73%. Adair et al. (2021) explained; employee engagement interventions have a direct and positive relationship with the organizational engagement level and performance. During the pandemic, engagement interventions have played an essential role in employee performance and productivity; companies that have adopted new engagement strategies during the pandemic have shown more excellent results like 18% less turnover, 18% increase in productivity, 13% organizational citizenship behavior amongst employees (Harter, 2020)

Adair et al. (2021) found that the factors that impacted the engagement level in 2020 were Long working hours, work pressure, Isolation, Home office, Family, health, children, Care, and concern played an essential role during the pandemic scenario. The engagement interventions are very crucial, and it helps the organization to increase the employee engagement level and is aligned with the employee engagement development factors. Due to these interventions, the employees' behavior, performance, and overall effectiveness get impacted. (Tomas et al., 2018; Leim 2019; Ghuman 2016)

Hence Organizations need to devise different strategies to attract, retain and maintain employees who are highly productive and formulate engagement strategies to increase performance, morale, and motivation and align employees with the organizations' vision, mission, and value (Adair et al., 2021; Ghuman, 2016; Jaiswal, 2016).

This study helps to find employee engagement interventions consider pre and during the pandemic and their effect on employee engagement level and Performance & Retention of the employee. Further, identifying the relationship between employee engagement intervention, engagement

level, and employee Performance & Retention is crucial to understanding the correlation between each aspect.

Prior literature about engagement interventions, engagement, and employee Performance & Retention have been reviewed in this study. Also, this study finally explored the relationship between engagement interventions, job satisfaction, and employee Performance & Retention.

Based on the Literature, the following research question has been formulated for this study:

Q1. What is Employee Engagement, and are the engagement interventions considered pre and post-pandemic?

Q2. What is engagement, the dimensions of engagement, and how is it impacted during the pandemic?

Q3. What is employee Performance & Retention, and how do engagement interventions and engagement affect it?

Q4. Is there any relationship between engagement interventions, engagement levels, and employee Performance & Retention?

## 2. Theoretical Referential

Employee engagement has been defined as physical, emotional, behavioral, and emotional involvement during work (Kahn, 1990; Shuck et al., 2010). Employee engagement is also defined as the level of commitment, awareness of his/her work and organizational goals, and involvement the employee has in improving organizational performance (Harter et al., 2002; Jaiswal et al., 2016; Gupta, 2015). Employee engagement is a mixture of knowledge of the job, loyalty, dedication, positivity, ownership, and head toward the organization's common goal (Wellins et al., 2005; Xie, 2006; Bakker, 2011; Kasparkova et al., 2018). Russo (2021) defined Maslow's theory of motivation to engagement; the factors that keep employees engaged are pay and benefits, comfort and safety, relation with peers and managers, developers, 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 show a higher level of enthusiasm, energy, and motivation to perform their job, which translates to higher job satisfaction, innovative behavior, and performance, whereas a low level of engagement results in burnout, turnover, etc. Further, Lim (2019) states that engagement is the employee experience in the lifecycle, i.e., physical, emotional, psychologically, and behavioral, with their organization. Highly engaged employees are aligned with the organization's goal and feel supported. This results in employee productivity enhancement; these employees strive to reach a higher level of productivity and take the organization to the next level. AON (2015) describes engagement combines belief, sentient, intention to perform, and attitude to perform better and reach a higher level of Performance & Retention.

In the above definitions, many factors influence employee engagement. Moreover, companies take different strategies and interventions to engage employees.

**Engagement Interventions**

Engagement interventions/practices help the organization increase employee engagement and are aligned with employee engagement development factors. Due to these interventions, the employees' behavior, performance, and overall effectiveness get impacted. Communication plays a vital role. Internal communication is sharing knowledge and information on time and effectively amongst the different groups of employees. Internal communication can be both Vertical and Horizontal, from leaders to the employees and vice versa are vertical communication whereas communication in a peer group is termed as horizontal (Dolphin, 2005). Organizations and leaders focus on providing practical, timely communication to employees. Hola et al. (2016) explained that non-effective internal communication adversely affects the organization to gain and maintain a competitive advantage. Also, choosing the right communication channel is very important to reach all levels of employees and be effective in the communication strategy; Sull et al. (2015) explained that communication strategy and channel of communication need to vary for different scenarios and situations. Stegariou and Talal (2014) explained that inappropriate internal communication methods and strategies give rise to poor information communication and adversely affect the organization. The 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. The pandemic has brought the true spirit of communication to build a positive work environment and trust among the employee. Emmett (2020) described the technique that has worked to enforce positivity and build trust amongst employees: continuous communication, surveys, listening posts, storytelling, town hall, and transparency about the organization's situation and the current pandemic situation.

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

A *reward i*s one of the crucial factors that determine employees' motivation level, and this directly impacts employee motivation (Diez, 2020). Nowadays, 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 and classified broadly into two categories:

*Extrinsic* reward is tangible and monetary, and it helps to meet the expectation of employees and keep them satisfied and motivated. For example, pay, pay rise, promotion, commission, periodic bonuses, etc. (Tsai, 2005; Mendonca, 2002). Employees are compassionate about the reward

system and performance recognition and expect monetary benefits. Also, every employee directly compares the tangible reward he receives to the performance he/she has delivered. Hence the reward plays a vital role in employee engagement and job satisfaction (Carraher et al., 2006). Shaik et al. (2020) further explained that only a few companies had given promotions, bonuses, and incentives during the pandemic period, however many organizations differed in the promotion, bonuses, and incentives last year, also as the shop floor closed due to the pandemic, many organizations asked employees to stay at home due market situation. Further, Sharma (2020) described that organizations had opted for different pay policies during the Pandemic period. They have included particular pay benefits for employees who cannot opt work-from-home due to the nature of their job.

*Intrinsic reward* is in-tangible and non-monetary, for example, personal growth, learning new skills, Empowerment, Decision Authority, etc. (Torrington et al., 2009). Clark (2000), Greenhaus et al. (2003), and Duc(2022), explained that employees provide an equal level of attention and get higher satisfaction from their work-related, i.e., productivity, organizational commitment, loyalty toward the organization and with his family and life. It is segmenting and defining the precise border between work and life, where both are important to reaching a higher level of balance between work and life (Paula et al., 2010; Clark, 2000). Dollard and Baker (2010), have found that organizations need to build strategies and interventions to enhance employees' work and life balance to avoid the merging line between both. To bridge the gaps, organizations are providing the flexible work environment like Working place, hours, flexible shifts, Gig and part-time employment, and leaves (Maternity/paternity, Sick, hobby leave, etc.) to the employees, when employees avail these facilities are found to have a direct positive impact on engagement (Jason & Harold, 2018). Flexibility and agility are the new way of working in the current situation. The Pandemic taught us to be resilient, and companies that have shown resilience in dealing with employees and engagement have thrived during the Pandemic. Organizations are opting for a work-from-home methodology to reduce the spread of Covid'19 virus. PWC (2021) survey companies are focusing on hybrid work methods. Further, the survey stated that remote Working had been a success during the Pandemic; 83% of the organization feel that remote Working creates positive results for the organization.

Further, the survey shows the critical aspect the organization deployed to make remote working successfully are collaboration tools, enhancing IT-related infra, training, flexi work hour, etc. Emmett (2020) described employees working remotely as having a higher sense of engagement toward their job and more positive toward their job than employees working from the office. Further Pandemic has narrowed the line between work and life; working from home full time allowed employees to prioritize their work and life. This has acted as a tool for a manager to bring more flexibility to work. Employees have proven the ability to maintain a balance between work and life during the period of testing (Kewalramani, 2021)

*Training* is the key to every organizational growth, and to increase employee Performance & Retention and effectiveness, it further helps employees to increase their skills and knowledge to

do a particular job (Ganesh et al., 2015; Swaminathan et al., 2011). Training further helps to bring continuous improvement and helps the organization to future-proofing them (Bhatia et al., 2014).

Training and employee performance are positively related; different methods of training not only increase the training effectiveness and help in employee and organization Performance & Retention (Dabale et al., 2014; Salah, 2016; Hafeez & Akbar, 2015). Also, Salah (2016) states that on-the-job training is efficient among all training interventions like induction, technical, foundation, refresher, safety, health, off-the-job, and on-the-job training. However, all the training intervention is critical for the employees to harness their skills and improve performance. Lewis (2020) explained that learning, thinking, behavior, and outcomes keep going on in a vicious circle, and it helps to change the attitude and behavior in a continuously changing environment. 2020 has given us a more significant opportunity for everyone and has taught us many things. The pandemic brought changes in every aspect and training is never the less Raheja (2021), and Seth (2021), described that the key trend that impacted during the pandemic is building a resilience mindset in the organization, dealing with pressure and stress, upskilling, experiential learning, microlearning, Personalized learning, pull-based learning, and Social learning, etc. The pandemic has changed everything from physical to virtual and digital. It has brought the concept of E-learning into full impact. E-learning is learning using the internet (Amara & Atita, 2016). E-learning significantly improves employee engagement and keeps them motivated (Christian et al., 2020). Goswami (2020) explains that learning and development are key focus areas for companies to keep employees engaged during the pandemic. Companies promote training through Ted talks, books, a session with experts, participation in the conference, maximum usage of e-learning, micro-learning, etc.

The main aim of any employee developmental program is to meet the organizational objective, increase employee Performance & Retention and involvement, and drive the organization's culture (Kottke, 1999). Feldman (2000); Fenn (1999); Dobbs (2000) found that employees seek programs in the organization that help them increase their Performance & Retention and ability to reach the next ladder in the organization, also organization focusing on making employees future-proof by helping them to enhance their skills, promote more job satisfaction and motivation. Carlson (2021) has described pandemics as having taught us to be prepared for unexpected circumstances. She further describes that succession plans or developmental programs will help an organization to sell through crises quickly. When you have a man-to-man mapping, it is easy for the organization to come out of any circumstances as an employee is a key to any business's success.

*Performance management* and an appraisal are crucial in the human Resources domain. A systematic, transparent performance management process helps an organization set expectations and periodically review employee performance on agreed vital result areas (Armstrong et al., 2014). This helps the organization to monitor and enhance the overall Performance & Retention of the organization and its employees. (Singh et al., 2013). Performance appraisal helps improve employee motivation and job satisfaction (Chen & Eldridge, 2010). If employees' aspirations and goals are met, they perform well and are loyal to the organization (Wright & Cheung, 2007).

Armstrong et al. (2014) state that performance appraisal is the evaluation of one employee's work to determine the employee's value in the organization.

Fun at-work activities are not involved as part of work and are enjoyable, playful, and sociable, which provides employees amusement and pleasure (McDowell, 2005; Ford et al., 2003). Further to it, Ford et al. (2003) define a workplace as fun, including recognition, social event, games, sports, etc. All employees need some fun element in their work which further impacts employees (Owler et al., 2010). Kathy (2017) stated that many organizations started believing that humor at the workplace makes an employee more productive and creative, and a win-win situation for both organization and the employee. Hastwell (2020) suggested that in the Pandemic scenario, everyone feels lonely, which is not suitable for health; she further suggested that belongingness, a sense of fun at work, and office celebration positively impact employees. Methot et al. (2021) suggested that small casual talk helps employees' transition between serious work and fun. It further builds belongingness and bonding amongst peers and coworkers. The pandemic has blurred the line between casual conversation and official conversation. However, the organization should focus on encouraging small casual talks between employees. Further, Hastwell (2020) described having fun and creating a fun environment in the stressful and remote working environment as a crucial organization deploying various mechanisms to create fun at work like a session for kids and family, virtual games, virtual tours, live performance, etc. and this is resulting positively to the employee and the work engagement.

Digital transformation in the organization is gaining the edge. In the current pandemic situation, digital transformation plays an important role. In the last few years, the organization already focused on digitization has impacted positively. Organizations spend 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) describe that technology plays a vital role in influencing the behavior of employees. Digital transformation is an ongoing process to add value, change behavior and create opportunities for the organization (Bounfour, 2016; Gartner, 2020). Dos et al. (2020) explained that digital transformation positively impacts employee engagement and becomes a key facilitator for employees to perform better. Goswami and Upadhaya (2019) described engagement and performance levels as high in a digital environment compared to a manual working environment. Digital transformation provides an ecosystem for the employees to perform their job and help them to attract new customer (Forcadell et al., 2020). The pandemic has changed digital transformation; the organization adopted a higher level of digital transformation to enhance employee collaboration, experience, learning, and timely recognition, reducing human interventions, bringing transparency, and attracting talent (People Matters, 2021). Also, People Matters, 2021, stated that the satisfaction level has increased from HR technology intervention from 48% in 2019 to 55% in 2021.

Organizational alignment and engagement are directly related to each other. The engagement level of the organization and its employees are high when aligned with the organization's goal. As described by Kathuria et al. (2007), understating of organizational goal/vision by the different

levels of employees in the organization. Further, Boswell and Boudreau (2001) describe organizational alignment as aligning crucial factors of an organization, such as strategy, process, technology, people, etc., to meeting an organizational goal.

Employee engagement and performance are highly impacted basis on their relationship with their supervisor and peers. May et al. (2004); explained that employee relationships with co-workers and supervisors would affect the psychological condition of employees in the workplace. Further, they have suggested that relationships with peers and supervisors' guidance directly impact employees' psychological condition (Kahn, 1990; May et al., 2004). Gallup (2021) described; the manager plays an essential role in team engagement. Also, team members, when they know each other strengths, relate effectively and reach a higher level of unity. This helps the organization reach higher Performance & Retention and effectiveness (Gallup, 2017). Gallup further defines a manager as someone who leads the team to reach a higher level of Performance & Retention; the five traits of a manager that influence the employees are motivation, workstyle, intimation, collaboration, and thought process. Allas and Schaninger (2020) explained that relation with the supervisor is the top factor in employee satisfaction. Manager plays a crucial role in employee engagement, as they impact the overall lifecycle of an employee. The pandemic has brought a sense of social connectivity, which has played an essential role in employee satisfaction and productivity (Dahik et al., 2020). Further, Dahik et al., 2020, explained that collaboration between teams and employees is crucial for the organization and helps enhance communication, Performance & Retention, and innovative behavior.

Employee wellness has taken a front seat during the Pandemic. Organizations are focusing on the two critical aspects of the well-being of employees and their families, physical and emotional. Further, Maslow's hierarchy of needs is the second pillar where the desire for employee and family safety matters in engagement. These are the very crucial factor determining an employee's engagement level. Han et al. (2021) describe mental health as managing stress, a family-friendly workplace, counseling sessions for those in need, and awareness across the level. Physical wellness is termed as promoting a healthy environment for employees and families to be fit such as exercise, challenges, interest groups, etc. Gallup (2021) further described that negative emotions like stress, worry, anger, and sadness were at their peak during the Pandemic for employees. Also, employees who are engaged but not thriving reflect these negative emotions. Hence organizations need to foster well-being by creating a family environment, providing financial support, encouraging physical activity and involvement, and helping to foster and develop a long-term career.

The pandemic has brought a new way to work for all employees, whether working in a Work-From-Home setup, from the office, or as a field worker. The risk for infection for an employee working in the field is high compared to employees working from home as they have to interact with different populations. ILO study (2020) described that organizations had provided protective equipment for the employees exposed to the general public, but prolonged use of protective equipment has a side effect. Hence organizations need to devise strategies to have break work. During the pandemic, it has been seen that employees have experienced a heavy workload during

the pandemic, and the thin line between work and life has come closer in a specific place (ILO, 2020). Also, ILO (2020) stated that the organization needs to build a strategy to provide Job security to the employees during a crisis, as the uncertainty increases the stress and burnout levels among employees.

| Interventions | Pre-Pandemic | Post Pandemic |
|---|---|---|
| Job Security | • Job Security Permanent work opportunity instead of fixed term contract and temporary work arrangement<br>• Forum to address employees' grievances<br>(Johan et al 2017, Jaiswal et. al 2016; Respondent 5,6) | • Alternative ways to stop layoffs like post-pavement of projects, pay cuts.<br>• Protecting the interest of front-line workers as they are more vulnerable.<br>(ILO, 2020; Chang et al., 2021; Gallup, 2021; Respondent 4,5) |
| Rewards & Recognition | • Periodic pay hike<br>• Recognition<br>• Loan and salary advances for medical treatment, child education, and marriage<br>(Tsai 2005; Mendonca, 2002; Baker et al. 2013; Anitha, 2013; Daniel, 2017; Respondent:1,2,5,6,8,9) | • COVID related Insurance for employees and family<br>• Financial literacy and wellbeing programs<br>• Special pay benefit for employees who are mandatory to work from an office location<br>• Instant, and timely recognition, adoption for various recognition platform<br>(Sharma, 2020; Chang et. al, 2021; Shaik, 2020; Respondent:1,2,4,5 ) |
| Training and Development | • On-the-job training<br>• Soft skill training<br>• Career development program for career growth<br>(Kottke, 1999; Gerbman, 2000; Salah, 2016; Respondent: 1,7,8,9) | • Awareness of pandemic, self-isolation, digital and virtual work training, technological training, job rotation<br>• E Learning Tools, Micro learning, experiential learning, Virtual learning<br>• Development Initiative to make employees ready for new and emerging roles during post Pandemic<br>(Carlson, 2021; Goswami, 2020, ILO, 2020; Chang et al. 2021; Seth, 2021; Respondent 1,2,8,9) |
| Flexibility & Work life Balance | • Work from home as and when required<br>• Flexi work time | • Compulsory hybrid / remote working<br>• Flexi work hour as the norm |

| | | |
|---|---|---|
| | • Different types of leave (Jason and Harold, 2018; Dollard and Baker 2010; Respondent:2,5) | • Breaks between meetings and creating a fun environment in remote working conditions (Hastwell, 2020; Kewalramani, 2021; ILO, 2020; Gallup; 2021, Mehot et al, 2021; Respondent: 4;5;6) |
| Relation at work | • Engagement impacted by relation with supervisor<br>• Guidance of supervisor and peer help enhancing employees' psychological condition (May et. al. 2004; Respondent:3,7) | • Collaboration between team result in communication, efficiency and innovative behavior<br>• Organizations focusing to strengthen relation between, manger peer by community building, increasing social connectivity, increase the unity and team bonding (Dahik et al., 2020; Respondent:2,7,4) |
| Technology | • Focus to increase productivity, and to become cost effective (Arshad et al., 2015; Dixit, 2017; Ostrom et al. 2015; Goswami and Upadhaya, 2019; Respondent: 3,4,7) | • Enhance employee collaboration, E-learning, instant and timely recognition, brining transparency, attracting talent, query resolution and providing employee experience. (Forcadell et al., 2020; Dos et al. 2020, People Matters, 2021; Respondent:3,4,9) |
| Wellbeing | • Insurance & Sick leave (Mendonca 2002; Tsai 2005; Respondent:7,8) | • Holistic wellbeing : Physical, emotional, financial, social (Han et. al 2021; Gallup 2021; Chang et al. 2021; Respondent:1,3,6,8,9) |
| Fun at work | • Physical Social event, Sports event, CSR events, indoor games (Kathy 2017; Owler et. al. 2010) | • Casual talks, Virtual tours, live performance, community (like minded people), Family engagement plan<br>• (Hastwell 2020; Methot et. al, 2021; Respondent:2;3) |
| Communication | • Query resolution, Town Hall, Knowledge sharing session<br>• Timely communication (Hola et al; 2016; Sull et al. 2015; Stegariou and Talal 2014 Respondent:3,9) | • Continuous communication, continuous survey, story telling, virtual town hall<br>• From human centric to bot and digital driven (Emmett 2020; Dahik et al., 2020; Respondent:3,7,9) |

Table:1: Changes in engagement interventions pre and post-pandemic; Author's Own

**Employee Engagement**

In the current situation, as there is a high demand for talent in the job market and many opportunities for employees, retaining the right talent is challenging for all HR professionals. SHRM's (2015) study explains that Engagement level is the employee's ability to perform their job effectively and efficiently, the relation between peer and superior. Different authors have described engagement at different levels; the Gallup State of Art Report 2017 suggests there are thee engagement levels, Engaged, Not engaged, and actively disengaged. Mohannad and Ahmad (2019) define the level as highly engaged, actively engaged, and disengaged. Employee Engagement, motivation, and job satisfaction go hand in hand and help to reach a higher level of employee Performance & Retention.

Job Satisfaction is a state of employee emotion where he/she feel involved, motivated, and empowered while performing a job. Job satisfaction is the pleasure; positivity employees have toward their job (Anrold et al., 1982). Job satisfaction leads to higher performance levels; factors like working conditions, compensation, stress, work environment and workload, grievance handling, peer relation, manager relation, and empowerment affect job satisfaction directly (Tariq et al., 2013); Bakotic & Babci, 2013); Janardhanan et al., 2011). Jobs satisfaction and employee engagement level are directly related to each other directly, and job satisfaction brings employee loyalty and performance (Markos et al., 2010). Pendell (2020), in a study, found significant job satisfaction and high engagement level for the remote worker when they share relations with the supervisor and receive continuous feedback.

Employee Engagement and Motivation go hand in hand. An engaged and motivated employee is highly efficient and loyal to the organization. Arnold et al. (1991) explained that there are three components of motivation direction, effort, and persistence. Direction is defined further as what the employees are trying to do and achieve, an effort is described, and the determination of an employee to accomplish the task and persistence is defined as the consistency and the duration of the person to accomplish the task. Richardson (2017) described that engaged employees are intrinsically motivated, self-driven, love their job, and go the extra mile to help the organization succeed. However, extrinsically motivated employees are driven by external factors like a reward, relation with peers and superiors, etc. Positive engagement interventions can help convert these categories of employees and engage them.

**Employee Performance & Retention**

In the current situation, organizations are focusing on reaching a high level of an employee by increasing their performance and expanding business in the highly competitive environment. For this, the HR practitioner and leaders are devising different interventions and strategies to improve employee Performance & Retention, as employees play a vital role in organizational growth currently, the complete focus on employee engagement in different levels of the 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 and Productivity are crucial for any organization, and organizations always design different strategies to improve employee performance and Productivity. Different authors have described employee engagement as directly impacting employee performance and Productivity (Harter et al., 2002). Further, Ferreira (2009) described Productivity as the amount of time the employee spends to complete the desired task the employee is hired for. Sharma and Sharma (2014) have concluded that organizational Performance & Retention depends on employee performance and Productivity. The higher the level of employee performance and Productivity, the higher the level of organizational Performance & Retention, i.e., profitability, market share, etc. Building a high-performing team always depends on the organizational engagement strategy (Ghuman, 2016; Markos & Sridevi, 2010).

Post-pandemic scenario, retaining high-potential and high-performance employees is a daunting task for HR Leaders. Retention is an effort of encouragement by the organization to positively influence an employee to stay for an extended period in the organization (Griffeth et al., 2000). Various factors influence an organization's Retention, like rewards, work-life balance, relations with peers and superiors, etc. (Griffeth et al., 2000), All these factors, sighted by Griffeth et al. (2000), are very much related to engagement interventions. Jaiswal (2016) and Harter et al. (2002) described highly dynamic work environment results in high Retention. Building a high-performing team always depends on the organizational engagement strategy (Ghuman, 2016; Markos and Sridevi 2010)

**Relationship Between Employee Intervention, Engagement, and Employee Performance & Retention**

In the literature, it has been seen that employee engagement interventions directly influence employee engagement in the organization. Adair et al. (2021) explained; that employee engagement interventions have a direct and positive relationship with the organizational engagement level, the top intervention that directly impacts engagement level across work are Performance management, Feedback, Connecting 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. well-being and inclusion, took a front seat during the pandemic period and will keep influencing employee engagement level in the future. Further Shayrine et. Al.(2023) describes that employees are motivated by several factors such as compensation, work satisfaction, recognition, learning & growth, and positive work environment.

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

Baskar et al. (2013) in their study concluded that there is a direct and positive relation between reward, recognition, and employee motivation and satisfaction. Also, they have stated that

motivation and job satisfaction increase basis on the type of reward and recognition. Also, it has a direct impact on employee engagement. Further, in their research, Singh and Malhotra (2018) tested the impact of training on different factors. They used the survey method and collected data from 100 respondents from the IT sector. They have used a 2-tailed test and found that training has a direct impact on employee job satisfaction as the value of $p<.01$.

Achmad et. al. (2023), in their research, found that talent development has a significant effect on employee engagement and employee engagement variables have significantly related on intention to stay.

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

Performance appraisal system significantly helps to increase employee motivation (Idowu, 2017). They further found that the primary aspect of Performance appraisal, i.e., Performance appraisal is related to rewards, assessing employees, identifying strengths and weaknesses of the employee, and used as a promotional tool, 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., directly impact engagement levels (Wollard et al., 2011).

Employee engagement and employee Performance & Retention share a strong relationship. The higher the level of employee engagement, the higher the Performance & Retention (Buhler, 2006; Jaiswal et al., 2016, Harter et al. l, 2002). As AON (2015) described, employee engagement interventions like Organization Practice, Benefits, Job Security, Safety, Wok Life Balance, peer and manager relation, job satisfaction, etc., have direct business outcomes such as employee productivity, performance, Retention, loyalty, etc. Also, literature has suggested that engagement influence innovative behavior among employees (Swaroop et al., 2018). Further Jaiswal et. all 2016; Harter,et. al., 2002 stated that a highly engaged work environment results in high Retention. Also, building a high-performing team always depends on the organizational engagement strategy (Ghuman, 2016; Markos & Sridevi, 2010)

Daniel (2017) collected 315 samples to check correlation and used two-tailed tests. The result shows a significant relationship 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 relationship with employee performance, with an r-value of 0.697 and a p-value less than .01. Ambarwati (2023) et. al. in their research found that compensation has strong impact on employee performance, further there is positive and significant relation between employee engagement and employee performance.

To check the relationship between engagement and innovative behavior, Swaroop et al. (2018) conducted a statistical analysis correlation study. They found a positive and significant

correlation between employee engagement and innovative work behavior with an r-value of 0.473 and a p-value less than 0.01.

Niranjan et al. (2018), to check the relationship between employee engagement and loyalty, conducted a survey in the jewelry industry in India. As part of the survey, he collected 101 sample employee data. He tested the hypothesis he formed using descriptive statistics and statistical tools like on-way Annova, Linear Regression, and co-relation. The result suggested a strong correlation between employee engagement and loyalty (r=0.733, p<.01).

Employee Performance & Retention is very crucial for any organization's success. Moreover, it has a direct relation with organizational Performance & Retention. Higher the level of employee Performance & Retention higher the level of organizational Performance & Retention. Organizations find different ways to motivate their employees and increase employee Performance & Retention. The engagement interventions are directly linked and have significant relation with employee Performance & Retention. During the pandemic, engagement interventions have played an essential role in employee performance and productivity; companies that have adopted new engagement strategies during the pandemic have shown more excellent results like 18% less turnover, 18% increase in productivity, 13% organizational citizenship behavior amongst employees (Harter, 2020)

Previous researchers have found that a fun working environment directly impacts employees' performance, Retention, and innovative behavior (Mjceldilia et al., 2016). Organizations like Google, Marriot, and Disney have fully adopted strategies to increase workplace fun, helping them be more innovative. Further, Goswami and Upadhaya (2019) engagement and performance levels are higher in a digital environment than in a manual working environment. Digital transformation provides an ecosystem for the employees to perform their job and help them to attract new customer (Forcadell et al., 2020).

In their research, Singh and Malhotra (2018) tested the impact of training on different factors; they used the survey method and collected data from 100 respondents from the IT sector. Their research shows that Training (On the job, Training design, and developmental training) directly impacts employee Performance & Retention and corporate profit. Further, Dabale et al. (2014), Salah (2016), and Hafeez and Akbar (2015) described training and employee performance as positively related; different methods of training not only increase training effectiveness but also help in employee and organization Performance & Retention. Further, the analysis by Salah (2016) suggested that training significantly affects employee productivity. Further, he suggested that it impacts 57% positive variation in productivity.

Literature suggests that relationship at work plays a vital role in increasing employee Performance & Retention. The study by Gallup (2017) explained that employees those work in groups and help each other with their strengths have higher performance levels, with an increase in sales from 10% to 19%. Shaheen et al. (2017); concluded that when employees share a good relationship with their manager, they are more productive and help in organizational growth. Also, employees are more loyal when they are associated with their manager (Gallup, 2021).

## 3. Methodology

In this study we have used the literature review and semi-structured interview to find the engagement intervention and it's impact on employee engagement, employee performance, retention behavior.

Identification, screening, eligibility, and inclusion were the four main elements in the methodology we have used for the literature review , which followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines (Refer Table 2)

| Database search | Search Term |
|---|---|
| Web of Science Scopus Google Schoolar | (Engagement intervention(Drivers, elements, factors) + Employee engagement (Job engagement & organization engagement) + Impact (Consequences, outcomes, performance, retention) |

Table2; Database and Search Term; Author's own

Various construct of engagement have been studied from 1990 to 2022. The construct has been summarized in below table.

| Author | Interventions | Moderator | Outcome |
|---|---|---|---|
| *Hurtienne* et. al (2022) | Acceptance, Community, Education, Collaboration, Leadership | Employee Engagement | Productivity and retention |
| Cesario & Chambel (2017) | Affective Commitment, Normative Commitment, Calculative Commitment | | Employee Performance |
| Anitha (2013) | Work environment, Leadership, Team and co-worker relation, Training and development, Compensation, Organizational policy, Workplace wellbeing | Employee Engagement | Employee Performance |
| Shuck et. al. (2011) | Job Fit, Affective Communication, Psychological climate | Employee Engagement | Intention to Turnover, Discretionary Effort |
| Rich (2010) | Value congruence, Prescribed organizational support, Core Self Evaluation | Job Engagement, Job involvement, Job Satisfaction, Intrinsic motivation | Task Performance, Organizational citizen behaviour |

| | | | |
|---|---|---|---|
| Saks (2006) | Job Characteristics, Prescribed organizational support, Prescribed supervisory Support, Reward and Recognition, Procedural Justice, Distribute Justice | Job Engagement, Organizational Engagement | Job Satisfaction, Organizational commitment, Intention to quit, Organizational Citizenship Behavior |
| May et. al. (2004) | Meaningfulness, safety and availability | | Employee Engagement |
| Robinson(2004) | Job Demand, Job Resource | Engagement, Burnout | Negetive outcome, positive outcome |
| Schefuli(2002) | Job Demand, Job Resource | Engagement, Burnout | Negative outcome, positive outcome |
| Kahn(1990) | Meaningfulness, safety and availability | | Employee Engagement |

*Table3: Employee Engagement Construct; Source: Authors own*

We have interview 9 industry expert form different industry to understand the employee engagement pre and post pandemic.

| **Industry** | **Count of interviews** |
|---|---|
| Financial | 2 |
| Banking | 2 |
| Hospitality | 2 |
| IT | 1 |
| Manufacturing | 2 |

*Table4: Semi structure interview industry details; Source: Authors Own*

***Proposed Conceptual Model***

Based on the literature and considering Sak's (2006) Model of the antecedent, consequence of employee engagement, Shuck et al.'s (2011) conceptual engagement model and Anitha (2013) determinant of employee engagement and impact on employee performance, below conceptual model has arrived. The literature engagement intervention, engagement, and Performance &

Retention are related. Gallup (2021) explained that organizations that focused more on engagement and adopted different strategies during the pandemic scenario had seen a higher engagement among employees than in the global scenario. These employees generally go above and beyond organizational expectations.
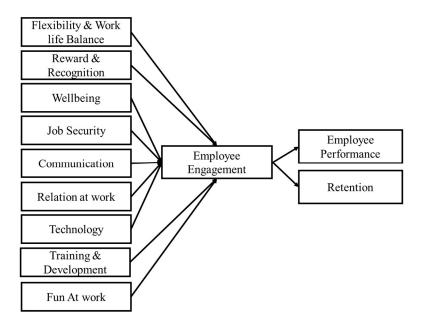


**Figure I.** Engagement Intervention, Engagement, Employee Performance and Retention. Relation between each aspect. *Source*: Adapted Sak (2006), Shuck et al. (2011) and Anitha (2013)

## 4. Result & Discussion

This study reveals that performance management, feedback, leadership connections, training, career advancement, and recognition are the primary factors that influence employee engagement interventions. During the pandemic, inclusion and well-being took on more significance, which affected involvement. The epidemic resulted in lower wages and employment losses, which decreased levels of engagement around the world. Motivation, job satisfaction, and engagement are impacted by rewards, recognition, training, talent development, and fun at work. Employee engagement has a positive impact on an organization's performance, retention, innovation, and loyalty. Performance and retention are also impacted by elements like a fun work atmosphere, digital transformation, training, and supportive coworkers.

The study can give industry leaders a clearer understanding of the factors that influence employee engagement before and after the pandemic, which could have an impact on their own initiatives, programs, and policies. The study can offer HR professionals valuable insights that can be utilized to enhance the design and implementation of HR programs, policies, and practices aimed at improving employee engagement. This study will aid the researcher in investigating the impact of employee engagement interventions in the post-COVID world. The conceptual model must be

tested to establish the relationship and might be essential to the test outcome. Further research should concentrate on various industries, organizations, and cross-sections of employees, examining organizational engagement interventions, employee engagement levels, and employee Performance & Retention. Further study will focus on the generation cohort in the Indian context.

## 5. Conclusion

Every organization like to have a highly productive environment where its employees are highly motivated, aligned to the organization's strategy, and highly productive. To reach this organization, leaders and HR heads focus on differential strategies to keep employees engaged. Literature has shown a direct relationship between intervention, and employee performance & retention. The effectiveness of the interventions has a positive relationship with employee performance and retention. In the pandemic scenario, companies that prioritized the employee and changed their engagement strategy were thriving compared to overall engagement conditions.

Further, higher engagement and intervention help organizations to instill innovative behavior in employees. In the highly competitive market, innovation and creativity decide 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 is to have an engaged and motivated team. Hence, organizations need to define their engagement interventions, periodically relook at them and change the priority basis on the situation.

## 6. Reference

*Achmad, L. I., Noermijati., Rofiaty., Irawanto, D. W. (2023) Job satisfaction and employee engagement as mediators of the relationship between talent development and intention to stay in generation Z workers., International Journal of Professional Business Review, 8(1), (01-19)*

*Adair, Christopher., Adler, Seymour, Bakos, Reka., Hickey, Stephen., and Martin, Michael (2021). How Employee Engagement Shifted in 2020 – and What It Means for the Future. Kincentirc.*

Anitha, (2014) "Determinants of employee engagement and their impact on employee performance", International Journal of Productivity and Performance Management, Vol. 63 Issue: 3, pp.308-323Arshad, A., and Su, Q. (2015). Interlinking Service Delivery Innovation And Service Quality: A Conceptual Framework. Journal Of Applied Business Research, 31(5), 1807-1822

Allas, Tera and Schaninger, Bill (2020). The boss factor: Making the world a better place through workplace relationships. Mckinsey Press

*Amara, N. B., and Atia, L. (2016). E-Training And Its Role In Human Resources Development. Global Journal of Human Resource Management, 4(1), 1-12*

*Ambarwati, T., Wardhana, E. T. D. R. W., Wardoyo, C., Churiyah, M., Jihadi, M. (2023). The Role Of Compensation, Job Rotation, Employee Engagement And Employees Performance Of SMEs., International Journal of Professional Business Review, 8(7),(01-14)*

*Aon Hewitt. (2015). Aon Hewitt's Model of Employee Engagement.*

*Armstrong, M., and Taylor, S. (2014). Armstrong's Handbook of Human Resource Management Practice, Kogan Page, (13)*

Arnold, H. J., and Feldman, D. C. (1982). A multivariate analysis of the determinants of job turnover. Journal of Applied Psychology, 67(3), 350–360

Arnold, J., Robertson, I T., and Cooper, C. L. 1991. Work Psychology. London: Pitman Ambrose, M. L. (2002). Contemporary justice research: A new look at familiar questions. Organizational Behavior and Human, 89, 803-812.

Arshad, A., and Su, Q. (2015). Interlinking Service Delivery Innovation And Service Quality: A Conceptual Framework. Journal Of Applied Business Research, 31(5), 1807-1822

*Bakker A. B. (2011). An evidence-based model of work engagement. Current Directions in Psychological Science, 20(4), 265-269*

Bakotic, D., and Babic, T. B., (2013). Relationship between Working Conditions and Job Satisfaction: The Case of Croatian Shipbuilding Company. International Journal of Business and Social Science, 4(2), 206-213.

Bhatia Ambika, Kaur, Lovleen (2014). Global Training and Development trends and Practices: An Overview. International Journal of Emerging Research in Management, 3(8), 77-81

Baskar, Prakash Rajkumar, K. R.(2014). A Study on the Impact of Rewards and Recognition

on Employee Motivation. International Journal of Science and Research, 4(11), 1644-1648

Bhattacharya, Y., (2015). Employee engagement as a predictor of seafarer retention: A study among Indian officers. The Asian Journal of Shipping and Logistics, 31, 295-318

Bounfour, A. (2016). Digital futures, digital transformation. Springer. 1-117

Boswell,W.R., and Boudreau, J.W. (2001). How leading companies create, measure and achieve strategic results through -Line of Sight. Management Decision, 39(10), 851–859.

*Buhler, P.(2006). Engaging the workforce: A critical initiative for all organizations. SuperVision, 67(9), 18-20*

*Brun , Jean Pierre and Dugas, Ninon (2008). An analysis of employee recognition: Perspectives on human resources practices. 19(4), 716-730.*

Mjceldilia, Busra., Erdila, Oya.(2016). Finding Fun in Work: The effect of workplace fun on taking charge and job engagement. Procedia - Social and Behavioral Sciences, 235 ( 2016 ) 304-312

Cesário F. and Chambel M. J.(2017); Linking Organizational Commitment and Work Engagement to Employee Performance; Knowledge and Process Management; 1-7

*Carraher, S.M., Whitney Gibson, J. and Buckley, M.R., (2006). Compensation satisfaction in the Baltics and the USA. Baltic Journal of Management, 1(1), 7-23.*

*Chang, Chu-Hsiang., Shao, Ruodan., Wang, Mo., and Baker, Nathan. M., (2021). Workplace Interventions in Response to COVID-19: an Occupational Health Psychology Perspective. Occup Health Science, 5, 1–23*

*Chen, J. and Eldridge, D. (2012) ‗Are ―standardized performance appraisal practices -really preferred? A case study in China', Chinese Management Studies, 4(3), 244 – 257*

Christian, Wiradendi Wolor, Solikhah Solikhah, Nadya Fadillah Fidhyallah, Deniar Puji Lestari (2020), Effectiveness of E-Training, E-Leadership, and Work Life Balance on Employee Performance during COVID-19; Journal of Asian Finance, Economics and Business, 7(10), 443-450

Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. Human Relations, 53, 747-770

Cucinotta, D., & Vanelli, M. (2020). WHO Declares COVID-19 a Pandemic. Acta Biomed, 91(1), 157–160

Dabale, W., Jagero, N., and Nyauchi, M. (2014). The Relationship between Training and Employee Performance -The Case of Mutare City Council, Zimbabwe. International Journal of Human Resource Studies, 4(4), 61-72

Daniel, Njoya Ndungu (2017). The Effects of Rewards and Recognition on Employee Performance in Public Educational Institutions. Global Journal of Management and Business Research: A Administration and Management, 17 (1) , 42-68

Dahik, Adriana., Lovich, Deborah., Kreafle, Caroline., Bailey, Allison., Kilmann, Julie., Kennedy, Derek., Roongta, Prateek., Schuler, Felix., Tomlin, Leo., and Wenstrup, John. (2020). 1-18, BCG. https://www.bcg.com/en-in/publications/2020/valuable-productivity-gains-covid-19

Diez, Fermin (2020). A winning rewards strategy that fits all cases does not exist. 48-49, 1(2020), People Matters

Dixit, P. (2017). Digitalisation: An Emerging Trend in Human Resource Practices. Imperial Journal of Interdisciplinary Research, 4(3), 2134-2138

Dobbs, K. (2000). Tires Plus takes the training high road. Training, 37 (4), 56-63.

Dollard, M. F., and Bakker, A. B. (2010). Psychosocial safety climate as a precursor to conducive work environments, psychological health problems, and employee engagement. Journal of Occupational and Organizational Psychology, 83(3), 579–599.

Dolphin, Richard R. (2005). Internal Communications: Today's Strategic Imperative. Journal of Marketing Communications, 11(3), 171-190.

Dos, Santos Leticia., Amanda, Jonsson., and Piyumi., Gangabada, The Key Aspects of Digitalization on Employees' Engagement in the Bank Service Delivery; Digitala Vetenskapliga Arkivet; 1-67

Emmett, Jonathan., Schrah Gunnar., Schrimper Matt., and Wood, Alexandra. (2020). Organization Practice COVID-19 and the employee experience: How leaders can seize the moment. McKinsey and Company, 1-9

Ford, R.C., McLaughlin, F.S. and Newstorm ,J.W. (2003). Questions and answers about fun at work. Human Resource Planning, 26(4), 18-33.

Feldman, D. (2000). The Dilbert syndrome: How employee cynicism about ineffective management is changing the nature of careers in organizations. American Behavioral Scientist, 43(8), 1286-1301.

Fenn, D. (1999). Corporate universities for small companies. Inc. Best in Business,  21 (2), 95-96.

Ferreira, A., and Du Plessis, T. (2009). Effect of online social networking on employee productivity. South African Journal of Information Management, 11(1), 1-11.

Forcadell, F. J., Aracil, E., and Úbeda, F. (2020). The Impact of Corporate Sustainability and Digitalization on International Banks' Performance. Global Policy, 11(1), 18–27

May, D. R., Gilson, R. L., and Harter, L. M. (2004). The psychological conditions of meaningfulness, safety, and availability and the engagement of the human spirit at work. Journal of Occupational and Organizational Psychology, 77(1), 11-37

Gallup. (2021). State of the Global workplace 2021 Report. Gallup

Gallup. (2017). State of the Global workplace 2017 Report. Gallup

Ganesh, M., Indradevi R., (2015), Importance and Effectiveness of Training and Development, Mediterranean Journal of Social Sciences, 6(1), 334-338

Hastwell, Claire (2020). 7 Things You Can Do Today to Give Your Remote Teams Social Support. Grate Place To Work

Lewis, Garrad., (2020); Building workplace that has the skills to build skills; People Matter; 20(10), 83-87

Gartner (2020). Definition of digitalization. Gartner.com (2020)

Gerbman, R. V. (2000, February). Corporate Universities 101. SHRM HR Magazine, 45 (2), 101-106.

Ghuman, K. (2016). A prognostic examination of functional and emotional employee engagement drivers and their impact on employee performance. Business Review. 5 (2), 78 -87

Goswami, A. (2020,). Lockdown: Engaging downtime employees is equally important. HR Katha

Goswami, Brijesh Kishore and Upadhyay, Yogesh,(2019). An Empirical Study on Digital Transformation and Its impact on Employee Engagement. Proceedings of 10th International Conference on Digital Strategies for Organizational Success, Available at SSRN: https://ssrn.com/abstract=3320668 or http://dx.doi.org/10.2139/ssrn.3320668

*Graham, G.H., and Unruh, J. (1990). The motivational impact of nonfinancial employee appreciation practices on medical technologists. Health Care Supervisor. 8(3), 9-17*

Greenhaus, J.H., Collins, K.M., Shaw, J.D (2003). The relation between work–family balance and quality of life. Journal of  Vocational Behaviour; 63, 510–531.

Griffeth, R.W., Hom, P.W., and Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. Journal of Management, 26(3), 463–488

Gupta, M.(2015). A study on employee's perception towards employee engagement. Globsyn Management Journal, 9, 45-51

Hafeez. U., and Akbar. W., (2015). Impact of Training on Employees Performance Evidence from Pharmaceutical Companies in Karachi, Pakistan. Business Management and Strategy, 6(1), 49(64)

Han, Q., Zheng, B., Agostini, M., Bélanger, J. J., Gützkow, B., Kreienkamp, J., et al. (2021). Associations of risk perception of COVID-19 with emotion and mental health during the pandemic. Journal of Affective Disorders, 284 (2021), 247–255

*Harter, Jim., (2020). U.S. Employee Engagement Reverts Back to Pre-COVID-19 Levels, Gallup*

*Harter, J. K., Schmidt, F. L., and Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. Journal of applied psychology, 87(2), 268-279*

Hastwell, Claire. (2020). 7 Things You Can Do Today to Give Your Remote Teams Social Support. Great place to work

*Hola, J., and Pikhart, M. (2014). The implementation of internal communication system as a way to company efficiency. Ekonomie a Management, 17, 161-169*

Hurtienne, Matthew W., Hurtienne, Laura E, Kempen, Madelyn(2022); Employee engagement: Emerging insight of the millennial manufacturing workforce; Human Resource Development Quarterly. 2022;1–20.

Idowu, Ayomikun O (2017), Effectiveness of Performance Appraisal System and its Effect on Employee Motivation. Nile Journal of Business and Economics, 3(5), 15-39

*ILO, (2020). Managing work-related psychosocial risks during the COVID-19 pandemic. International Labour Organization.*

*Ineson, E. M., Benke, E. and Laszlo, J. (2013). Employee loyalty in Hungarian hotels. International Journal of Hospitality Management, 32, 31-39.*

*Jaiswal, Gaurav, Pathak Ravindra, Kumari Sahib(2016). Impact Of Employee Engagement On Job Satisfaction And Motivation. Bharti Publications, 1(9), 1-10*

Janardhanan, Anju Kalluvelil; George, Sona (2011); A Study On Job Satisfaction Of Employees In Bpcl – Kochi Refinery Limited, Ambalamugal. National Conference on Emerging Trends in Business; At: Christ University Bangalore Volume: 2011

*Jason, Diwaker, Ugargol., and Harold, Andrew. Patrick. (2018). The Relationship of Workplace Flexibility to Employee Engagement among Information Technology Employees in India. South Asian Journal of Human Resources Management, 5(1). 1–16.*

*Lim, Jenin., "Defining Employee Engagement", www.shrm.com, 2019*

Jonathan, Grace. Katunge., Mbogo, Rosemary. Wahu.(2016). Maintaining Health and Safety at Workplace: Employee and Employer's Role in Ensuring a Safe Working Environment. Journal of Education and Practice, 7(29),1-7

Jong, De. J., and Hartog, Den. D. (2010). Measuring innovative work behaviour. Creativity and innovation management, 19(1), 23-36.

*Carlson, Julia, M.. (2021), Surge In Succession Planning, Fobes*

*Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. Academy of Management Journal, 33(4), 692–724*

Kaplan and Mischa (2019); The Link Between Employee Engagement and Innovation; Linkedin

Kewalramani, Ariana. Roy., (2021). What has COVID-19 taught us about employee engagement?. Deloitte Human Capital

*Kasparkova, L., Vaculik, M., Prochazka, J., Schaufeli, W.B. (2018). Why resilient workers perform better: The roles of job satisfaction and work engagement. Journal of Workplace Behavioral Health'', 33, 43-62*

Kathuria, R., Joshi, M.P., and Porth, S.J., (2007). Organizational alignment and performance: past, present and future, Management Decision, 45(3), 503-517.

Kathy, Oden-Hall (2017). Benefits of Fun In The Workplace. Frobes.

*Kewalramani, Ariana. Roy., (2021). What has COVID-19 taught us about employee engagement?. Deloitte Human Capital*

*Kottke, J. L. (1999). Corporate universities: Lessons in building a world-class work force (revised). Personnel Psychology, 52, 530-533*

*Kyle, Luthans(2000). Recognition: A Powerful, but often Overlooked, Leadership Tool to Improve Employee Performance. The Journal of Leadership Studies; 7(1)*

*Markos, S., and Sridevi, S. (2010). Employee Engagement: The Key to Improving Performance, India. International Journal of Business and Management, 5(12), 89-96*

Masakure, O. (2016). The effect of employee loyalty on wages. Journal of Economic Psychology, 56, 274- 298.

May, D. R., Gilson, R. L., and Harter, L. M. (2004). The psychological conditions of meaningfulness, safety, and availability and the engagement of the human spirit at work. Journal of Occupational and Organizational Psychology, 77(1), 11-37

*Mendonca, M., (2002).Human resource management in the emerging countries. International Encyclopedia of Business and Management, 2(2), 697-703.*

*Methot, Jessica. R., Gabriel, Allison. S., Downes Patrick., Rosado-Solomon, Emily.,(2021). Remote Workers Need Small Talk, Too. Harvard Business Review*

*McDowell, T. (2005). Fun at work. Scale development, confirmatory factor analysis and links to organizational outcomes. Unpublished doctoral dissertation, Alliant International University, 65, 6697*

Mohannad, A.M. Abu Daqar and Ahmad K.A. Smoudy, (2019). Employee Engagement Level: The Transform from Employee to Partner. Modern Applied Science, 13(7), 115-128

Nimon, K., Shuck, B., & Zigarmi, D. (2016). Construct overlap between employees engagement and job satisfaction: A function of semantic equivalence? Journal of Happiness Studies, 17, 1149–1171

Niranjan, S., and Thomas, Merry.,(2018). The Impact of Employee Engagement on Employee Loyalty. International Journal of Trend in Scientific and Development, 2(3); 325-331

Ostrom, A., Parasuraman, A., Bowen, D., Patrício, L., and Voss, C. (2015). Service Research Priorities in a Rapidly Changing Context. Journal Of Service Research, 18(2), 127-159

Owler, K., Morrison R., and Plester B. (2010). Does fun work? The complexity of promoting fun at work. Journal of Management and Organization,16(3), 338-352.

*Paula, Brougha., and Michael P. O'Driscollb., (2010), Organizational interventions for balancing work and home demands: An overview. Work and Stress, 24(3), 280 -297.*

Pendell, Ryan (2020), 7 Gallup Workplace Insights: What We Learned in 2020, Gallup

People Matters, (2021). State of HR Transformation Study 2021: Asia Pacific and Japan. People Mattersdia

Duc Phan Minh,(2022). Employee Engagement in Finance - Banking Organizations in Vietnam: a Meta-Case Approach., International Journal of Professional Business Review, 7(2), (01-18)

PWC, (2021). It's time to reimagine where and how work will get done. PwC's US Remote Work Survey

Raheja, Rajat.,(2021), LandD  trends that will define the segment in 2021. People Matters

Ren, Y., Qian, W., Li, Z., et al., 2020. Public mental health under the long-term influence of COVID-19 in China: geographical and temporal distribution. J. Affect Disord. 277, 893–900

Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement; antecedents and effects on job performance. Academy of Management Journal, 53, 617–635

Richardson, Brad.,(2017),  Are Employee Engagement and Employee Motivation the Same Thing? Forbes Press

*Robbins, Mike. (2019). Why Employees Need Both Recognition and Appreciation, Harvard Business Review*

Robinson, D., Perryman, S. and Hayday, S. (2004). The Drivers of Employee Engagement. Brighton (UK): Institute for Employment Studies

*Russo, Susan (2021). Linking Maslow's Hierarchy To employee Engagement. www.shrm.com*

Schaufeli, W. B., Martinez, I. M., Pinto, A. M., Salanova, M., & Bakker, R. B. (2002). Burnout and engagement in university students: A cross-national study. Journal of Cross-Cultural Psychology, 33, 464–481

Shaheen, Ahmed., Fais Bin Ahmad, Abdul Rahman Jaaffar (2017). Employee Engagement on Employee Relations with Supervisor and Employee Performance Relationship in Developing Economy: Critical Analysis with PLS-SEM. Saudi Journal of Business and Management Studies, 2(4A), 389-398.

Shayrine H., Venugopal Pulidindi, (2023). The Impact of Talent Recognition on the Intention to Stay in Work Context: Empirical Overview, International Journal of Professional Business Review, 8(5), (01-16)

*Seth, Manav., (2021), Learning Reboot 2021, Employee wellness, organizational resilience, mental health and productivity, People Matters*

*Saks, A. M.(2006) Antecedents and consequences of employee engagement. Journal of Managerial Psychology, 21(7), 600-619*

Salah. Mohammed Raja Abulraheem (2016), The Impact of Training and Development on Employees Performance and Productivity, 5(7), 36-70

Shaik, Rubeena., Rafia, Naz. (2020), Impact of COVID-19 on employee engagement in 2020. Journal of Management Research and Analysis,7(4), 137-141

Sharma, Anushree., (2020). Rethinking your strategy on people and work. People Matters, 2020(4), 66-71

Sharma, M. S., and Sharma, M. V. (2014).Employee Engagement to Enhance Productivity in Current Scenario. International Journal of Commerce, Business and Management, 3(4), 595-604Shereen, M. A., Khan, S., Kazmi, A., Bashir, N., & Siddique, R. (2020). COVID-19 Infection: Emergence, Transmission, and Characteristics of Human Coronaviruses. Journal of Advanced Research, 24.

SHRM, SHRM Research Overview: Employee Engagement, (2015), SHRM

*Shuck, B., and Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. Human Resource Development Review, 9(1), 89-110*

*Shuck, B., Reio, Thomas G. Jr., and Rocco Tonette S. (2011). Employee engagement: an examination of antecedent and outcome variables. Human Resource Development International, 14(4), 427–445*

Singh, Prachi, and Shilpi Gupta (2013). Performance Appraisal: Building Trust among Employees or not-the Dilemma Continues. International Journal of Scientific and Research Publications, 3(8), 1-6.

Singh, Tilottama., Malhotra, Snigdha.(2018). Study of training and development impact on employees in it sector. Journal of Management Research and Analysis, 5(2), 217-222

Stegaroiu, I., and Talal, M. (2014). The importance of developing internal communication strategy. Valahian Journal of Economic Studies, 5(1), 63-70.

Sull, D., Homkes, R., and Sull, C. (2015). Why strategy execution unravels–and what to do about it. Harvard Business Review, 93, 57-66. Retrieved from https://hbr.org

Swaminathan, J. and Gowri Shankar, U. (2011). Perceived Effectiveness of Training and Development, International Journal of Current Research, 3(6), 181-184.

Swaroop, Pragati., and Dixit, Varsha (2018), Employee Engagement, Work Autonomy and Innovative Work Behaviour: An empirical study, IJICC, 4(2), 158-175.

Syahrizal, Syahrizal., Patrisia, Dina., Abror Abror (2019); Employee Engagement, Satisfaction and Loyalty: Preliminary Findings; Advances in Economics, Business and Management Research, 97, 713-719

Tariq, M., Ramzan, M., and Riaz, A. (2013). The Impact of Employee Turnover on The Efficiency of The Organization. Interdiciplinary Journal of Contemporary Research in Business , 4(9), 700-711

*Tomas, Chamorro. Premuzic., Lewis Garrad., and Didier Elzinga (2018), Is Employee Engagement Just a Reflection of Personality, www.hbr.com*

*Torrington, D., Hall, L.Taylor. S., and Atkinson, C. (2009). Fundamentals of human resource management, 1. Pearson Education Limited*

*Tsai, C., (2005). Reward and incentive compensation and organisational performance: evidence from the semiconductor industry. In Performance and Reward Conference*

Rijnsoever, Van. F., Meeus, M.. and Donders, R., 2012. The effects of economic status and recent experience on innovative behavior under environmental variability: An experimental approach. Research Policy, 41(5), 833–847.

*Wellins, R., and Concelman, J. (2005). Creating a culture for engagement. www.wpsmag.com*

*Wollard, Karen Kelly and Shuck Brad., (2011); Antecedents to Employee Engagement: A Structured Review of the Literature; Advances in Developing Human Resources, 13(4), 429-466*

*Wright, P. and Cheung, K. (2007). Articulating appraisal system effectiveness based on managerial cognitions, Personnel Review, 36(2), 206 – 230.*

*Xie, W. H (2006). Engagement. China Business Press, 1, 30-31*

***Annexure-1***

***Semi Structure Questionnaire response:***

**Question1:** What were the interventions taken prior to the pandemic to engage employees?

**Quesiton2:** Please describe a few engagement interventions that have been implemented after the pandemic.

| *Respondent* | *Question-1* | *Question-2* |
|---|---|---|
| *Respondent1* | *Employee Recognition, physical event, physical awards. Career Development programs at our training center & on job. Team building activity and collaboration program.* | *Employee wellness program focus on emotional wellbeing, Training and development program to build future skills and agility. Family engagement program, Introduction of recognition platform* |
| *Respondent2* | *Attractive office and desk, Training focus on career growth, soft skill. Reward & Benefits program such as such as Insurance for self and family, periodic incentive and recognition, Work life balance initiative such as leaves for paternity, annual leave, maternity leave etc.* | *Flexible work arrangement such as work from any where, any time and any duration. Instant and transparent recognition. Collaboration in virtual world. Continuous communication and feedback. Virutal fun at work through virtual tour, standup comedy, talent haunt etc.* |
| *Respondent3* | *Building relation with supervisor and peer using periodic review, physical collaboration and team building program. Introduction of technology to help employees to be* | *Virtual collaboration and continuous communication between peer and supervisor, program such as virtual launch, virtual family day, cross functional projects, likeminded* |

| | | |
|---|---|---|
| | *more productive. Wellbeing program such as marathon, insurance, medical leaves. Training and development to mange day to day work, increase interpersonal skills and career growth.* | *community have been introduced. Technology tools are helping in continuous learning, communication, building transparency. We have introduced two key well-being programs managed by digital platform i.e. Emotional wellbeing and physical wellbeing* |
| Respondent4 | *Four major intervention we have adopted pre pandemic were Communication: periodic connects with leaders, timely grievance resolution, and change announcement. Technology we have used to reduce non value adds work, provide wow experience to customer. Team collaboration through regular fun activities, family day, and annual day program. We have adopted worklife balance programs such as 5 day work culture, work from home once a week.* | *Covid'19 have changed everything and it has impacted the engagement as well. The interventions pre and post pandemic are different we have adopted few of them i.e. Technology: plays an important roles in today world and it helps to enhance collaboration, no physical presence required, help in more agile and instant communication and recognition. Safety and security: during pandemic as a organization we have said we will not do job cut or pay cuts instead of that we have delayed few of our projects, focused on building skills required for future and we have the same stand today. Flexibility : we have brought flexibility in entire lifecycle of employees starting from work from any where to on board from any where, this has resulted positively to us and we are able to attract and retain talent very well form across the boundary.* |
| Respondent5 | *Workplace flexibility is something we've provided, including telecommuting, flextime, and reduced workweeks.*<br>*Before to the pandemic, job security was a major determinant of employee engagement.*<br>*While secure employment gave them a sense of security and stability, they appreciated it.* | *Work flexibility, job security, rewards, and learning continue to be crucial components of employee engagement and retention both during and after COVID-19.*<br>*Work flexibility is now even more crucial for employees to take into account because to COVID-19's remote work requirement.* |

| | | |
|---|---|---|
| | *We were able to draw and keep top people by providing employment security through competitive pay, benefits, and promotion possibilities.* <br><br> *Rewards: Programs for giving out bonuses and other forms of incentives as well as recognizing employees' contributions to the company were crucial for boosting employee engagement.* <br><br> *Employees were also given a sense of success and desire to work hard when they received public acknowledgment.* | *Many workers have discovered that they like working remotely, which can enhance work-life balance and lessen stressful commutes.* <br><br> *Rewards: The pandemic has put many employees under financial strain, making awards and pay even more crucial. The pandemic has also underlined how crucial it is to honor and reward workers for their achievements.* <br><br> *Learning: When employees had to adjust to new working practices due to the epidemic, chances for learning and growth were generated. We have offered a training programme to develop employees' agility mindsets, digital mindsets, and future readiness.* |
| *Respondent6* | *Few interventions that really matter and impacted positively pre-pandemic were, recognition public recognition and appreciation by supervisor and skip level manager, job security to provide forum to address query/grievance, permanent work opportunity, learning and development to enhance skills and to do the job well, and timely communication.* | *Pandemic have change the way we operated and it has forced us to bring various changes the way we work, the way we engage our employees. Providing flexibility in all work conditions were important i.e. introduction of any where working to 5 days work culture. Learning to bring resilience among the employees and to enhance their skills in terms of digital, and to operate in virtual world. Reduce burn out in virtual situation and provide work life balance. Healthy and fit employees by providing them mental wellbeing and physical wellbeing.* |
| *Respondent7* | *Through regular reviews, physical collaboration, and team building exercises, establish relationships with peers and the supervisor. introduction of technology to boost productivity among staff. Wellness initiatives including marathons, insurance, and medical leaves.* | *Flexible work arrangements include the ability to work from anywhere at any time. instantaneous and clear identification. working together in the virtual world. Feedback and continuous communication. Virtual entertainment at work includes stand-up comedy, talent shows, and virtual tours.* |

| | | |
|---|---|---|
| | *training and development to manage daily tasks, improve communication skills, and advance your career* | |
| *Respondent8* | *Insurance for employees and family. Reward like incentives, bonus, and periodic pay. Public recognition by the manager, and HOD. Team building activity such as games, sports, group learning etc. On the job training and soft skill training have been provided to be more productive and to enhance interpersonal skills.* | *Programs for employee development and training that emphasize on wellbeing i.e. physical, emotional, social and financial as well as future skill-building and agility.*<br><br>*Program for family engagement and creation of a recognized platform*<br><br>*Flexible work arrangements include the ability to work from anywhere at any time.*<br><br>*Working together in the virtual world.*<br><br>*Feedback and continuous communication. Virtual entertainment at work includes stand-up comedy, talent shows, and virtual tours.* |
| *Respondent9* | *Employee recognition programs: To recognize and reward employees for their achievements to the organisation, I would create and implement an employee recognition programme. This could take the form of rewards, incentives, promotions, or general acclaim.*<br><br>*Training and development initiatives: I would determine the employees' requirements in this area and offer them the chance to gain new skills, hone their already-existing ones, and boost their prospects for advancement within the company. This will aid in fostering a culture of learning within the company.*<br><br>*Employee feedback systems: I would develop and put in place employee feedback systems to encourage staff* | *Cross-functional projects, likeminded communities, virtual lunch, constant peer and supervisor communication, and virtual family days are just a few of the new initiatives. Technology-based tools aid in fostering transparency, communication, and ongoing learning. Three significant well-being initiatives run by a digital platform, i.e. both physical, emotional and financial health* |

| | | |
|---|---|---|
| | *to communicate their views, ideas, and concerns to management. This would give management a way to deal with problems and raise employee engagement.* | |

*Table5: Outcome of semi structure interview; Source : Interview response*