A Critical Review of Employee Engagement and Effectiveness in the Impact of Organisational Culture and the Challenges Faced By the Managers: In the Context of Indian Industry

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Abstract

Employee engagement is a contentious issue for any organisation in today's globalised world. Employees who are engaged have more probability of contributing to the productivity of the organization. It also helps in maintenance of a greater level of commitment. As a result, employee engagement and effectiveness could be a useful metric for determining the health of a company in terms of satisfaction, invention, dedication, retention, and production. Employers, on the other hand, are having a difficult time figuring out what employee engagement is and what values drive it because there are so many different perspectives on the topic. The main goal of this paper is to look into the and effectiveness in the impact of organisational culture to see if employees' views of organisational culture are linked to their degree of job engagement. It was found that organizations have a tough time determining the situations under which workers are inspired to become involved with their companies. Furthermore, they are unable to forecast the factors that contribute to employee disengagement. The findings of this study indicated that educating employees on a regular basis is the most significant problem in terms of employee engagement and effectiveness when it comes to the influence of organizational culture.

Keywords : Organizational Culture, Employee Engagement, Employee Effectiveness, Job, Workers.

I. INTRODUCTION

The word "organisational culture" refers to an organization's ideals as well as the operating environment, which includes the social and psychological surroundings inside the company. The literature reviewed for the study, as well as the tests done, led to the conclusion that implementing a good corporate culture boosts employee engagement and increases the organization's efficiency (Mary Monica Jiony, 2015). Kazimoto (2016) studied the performance of the organisation and the engagement of the employees and found the degree engagement of the employees was extremely high amongst the retailers. According to the findings, there is no substantial link between job assignment, which is a significant factor to an organization's performance.

Extant literature on the organisational culture and effectiveness from the developing countries indicate that strengthening perceived support and providing employees with their desired organisational culture minimises the negative effects of burnout and other elements of professional stress, therefore increasing employee engagement and contentment. Through their research, Dajani, 2015 established that the performance advantages

incurred in the organization's culture, which led to job satisfaction, enhanced the employees' and the organization's performance. They argued that employee engagement is a multifaceted module that includes normative commitment, emotional commitment, and continuation commitmentThe study conducted by Chalermjirapas (2019) of manufacturing sector in Thailand examined the employee engagement, personality attributes, and perceived support. According to the findings, the association between personality characteristics and employee engagement might be moderated by perceived support.

Employee engagement is viewed from a variety of viewpoints, according to Blessing White (2011), and is frequently related with job pleasure. According to Kular et al. (2008), some scholars (Baumruk, 2004; Richman, 2006; and Shaw, 2005) describe employee engagement as employees' and cognitive organisational (Frank et al., 2004). Employee engagement has been studied in physiological, intellectual, and in relation to his or her work function by researchers such as Kahn (1990). Most companies recognise that the most effective employees are those that are emotionally and intellectually invested in the company. Employees that are engaged fulfil or exceed their job requirements, and they comprehend how their work helps in contributing to the company's success (Snell, 2009). Employee engagement reaffirms the fundamental notion that workers are the fundamental building block of any business, and their degree of engagement and happiness drives the organization's success narrative. An engaged employee, and hence an active workforce, benefits to the competitive advantages of the company (Sacher et al., 2016).

Any business's organisational culture is critical to ensuring that processes are carried out. Employee engagement and effectiveness are influenced by organisational culture. According to existing research, organisational culture tends to develop an emotional link with employees and encourages them to stay engaged. A healthy organisational culture also ensures intellectual dedication (Osborne & Hammoud, 2017). The values, safety, and beliefs that the organisational culture ensures must be excellent in order to positively effect employee engagement (Al Shehri et al., 2017). Also, employee engagement is strong when the power culture in the organisation is supportive. The high-power culture leaves no room for employee autonomy, lowering employee engagement (Brenvah et al., 2017). Organisational culture based upon the principles of respect tends to impact the employee engagement in a positive way (Ali et al., 2018).

In today's fast- paced corporate environment, there are increasing complexities associated with doing business; as a result, businesses confront a variety of demands and challenges. Corporations are also grappling with increasing volatility and unpredictability, which makes precise forecasting harder. Fast-paced technological developments, foreign and domestic competition, capital flows, and high pressures of society have indeed constantly created and presented new challenges for administrators and their firms. Management should be able to adequately restrict and handle these problems in order to sustain organisational lifespan and accomplish additional strategic goals. Employees with effective intellectual, professional, and/or conceptual skills are actively involved in achieving the company mission, ambitions, and targets. As a result, successful companies value employee participation in achieving their objectives.

Employee engagement has become a major challenge for firms on a global scale, according to Kular et al. (2008) in their study. According to the analysis produced by Sacher et al. (2016), developing economies such as Bulgaria, Mexico, and India are outperforming their peers in terms of employee engagement. According to the research, India has the highest degree of participation. Mexico and Brazil, among other growing countries, have greater percentages of engaged workers (Seijts & Crim, 2006)[1]. Employees in emerging countries are more

engaged than their counterparts in wealthy nations, and he claims that developing economies 'value the non-traditional features' more.

The goal of Stavrou Costea's (2005) research is to investigate the issues of management of human resource in the Southern European Union and how they impact organisational performance. Training programs, operational flexibility, and employee engagement were all identified as major challenges in all of the nations investigated. Furthermore, organisational productivity is significantly connected to training programs, labor relations practises, and effectiveness and adaptability practises across most of the Southern EU. Obiekwe (2019) conducted a theoretical investigation on the notion of employee involvement, as well as the advantages and problems related with its implementation in enterprises. Employee engagement programs confront numerous challenges, including unfavorable manager attitudes toward employee involvement, a lack of competent labor, high implementation costs, and the socio-cultural environment, to name a few. According to the report, employee engagement helps companies promptly resolve problems, enhance employee morale, and strengthen management-employee relationships. According to experts, businesses should implement successful employee engagement programmes to boost their competitive edge, encourage innovation, and improve their performance. Employees must be educated and retrained to ensure that they have the skills, technical expertise, and competences required to engage in effective employee engagement.

Given that India's economy is improving and is among the fastest growing, the government of India is seeking to enhance it, and in this context, it is critical to ensure employee engagement to achieve increased productivity and improved performance. This paper tries to explore the chief challenges involved in employee engagement and effectiveness in the impact of organisational culture.

II. LITERATURE REVIEW

According to the BRICS classification, India and Brazil have the highest levels of employee engagement in the area, with 73 % and 65 % 'engagement indices,' correspondingly Indian has the highest quality of working life amongst some of the BRICS economies, according with Worldwide Workforce Retention Index developed by Effectory (2013). As per measurement, the worldwide mean rating for working perceptions is 6.6, with Today's value of 7.3 significantly greater over the national norm. The research continues on to note that Indians personnel' 'eagerness to adjust' and 'service quality' are also excellent, demonstrating their great devotion to their businesses (A Sacher & A Lal, 2017).

Blessing White's (2011) research backs up India's strong position Whenever it relates to job participation, there are a few things to keep in mind. With 37 % involved and 12 % bored, India surpassed some other areas examined. In regards of involvement, India beat Australia/New Nz, Latin America, Germany, South Asia, and China (Mellina, 2012). Farndale, Hailey, Kelliher, and Veldhoven (2011) compared levels of involvement in India, China/Hong Kong, and the United Kingdom/Netherlands, determining that Asia had the greatest involvement. India has a plethora of 'job involvement' and 'full time position needs,' per the research (A Sacher & A Lal, 2017).

Collins (2010) indicates when compare staff morale in Delhi to certain other industrialized countries, TATA, a large Multinational corporation, comes out on top, places a high priority on educating its managers, improving their listening skills, and displaying responsiveness and sensitivity for their employees. However, given the fact that workers stay with the company if they are engaged, Vorhauser-Smith (2012) casts doubt on India's employee engagement, citing a 20–30% attrition rate (50 percent in areas such as IT). "54 % of Indian employees are definitely contemplating abandoning their jobs," per the

research," with the figure rising to 66 percent among those aged 16 to 24.

Gallup CEO Jim Clifton holds in Asia, there are comparable unfavourable opinions on workplace involvement. as noted by Bansal (2012) and cautions that Indian workplaces are on the decline. Clifton supports his claims by claiming that just 8% of Indians are engaged, optimistic, and enthusiastic about their employment. As a result, these studies produce a shewed view of India's employee engagement situation., reinforcing the need for better practices and further research. In addition, due to lags in supply chain management, logistics, production scheduling, and servicing, Indian manufacturing sector labour productivity is lower than that of several competitive nations. Singh et al. (2018) demonstrate the importance of job satisfaction by implementing techniques in the Indian manufacturing sector that would minimise attrition rate while also increasing employee contentment, dedication, and engagement

Employee engagement is a challenge for HR managers in organisations since employee expectations differ from one another. There are challenges in ensuring employee engagement and effectiveness, particularly with organisational culture. Al Shehri et al., 2017 performed research into the emphasis put on employee engagement, as well as the inhibitors and facilitators in this respect. The study used a qualitative technique based on grounded theory, with the interview data being further analysed to assess whether employee engagement levels have changed because of changes in recognition, incentives, and organisational communication strategies. The results revealed that training and development, organizational communication and recognition had a positive impact on engaging the employees. Employee engagement at Chennai-based automakers was studied by Shameen et al. (2018) and concluded the organisational culture is improved by an employee's role clarity and his work environment. Organizations must have a better grasp of employee engagement, and focused efforts must be made to uncover the successful

variables that contribute to employee engagement in a specific way. It is difficult to quantify the specific characteristics of organisational culture that impact employee engagement.

Human resource managers encounter several major challenges, including concerns of training and development. Organizations must work in an increasingly linked environment as they grow (Schuler, 2000). Employee development and training should be tied to activities aimed at improving employee productivity and quality of life. Employees must establish a balance between their personal and professional life (Stavrou-Costea, 2005). Offering flexible work arrangements is one method to assist them in achieving this balance. In many firms in the 1990s, adaptable or quasi working patterns became a substantial part of the paradigm of employment, and all signs suggest that this issue will continue far into the twenty-first century (Skinner, 1999).

Pillay and Singh (2018) wanted to know how employee engagement affects organisational performance. Interviews with workers used to obtain primary information, which was then analysed. Employee engagement levels differ per employee owing to a lack of employment flexibility, business politics, staff fights, and a lack of respect or acknowledgment. Personal concerns in the workplace can also impair employee involvement, as can inefficient communication, job design, and management approaches (Pillay & Singh, 2018). Al Mehrzi and Singh (2016) suggested a framework for businesses to compete through engaging their employees. The qualitative analysis of secondary data obtained in this respect revealed that the organisational culture has pushed people to perform better. External issues like the financial challenges may also contribute to hurdles in employee involvement, according to the study. Employee engagement, on the other hand, can be negatively influenced by an organisational culture in which employee expectations do not match their work function.

Sharmila (2013) investigated employee engagement as a means of achieving

organisational success in IT/ITES sector. According to the findings of the survey, HR practitioners perceive measuring employee engagement to be difficult. Organizations have challenges in developing successful employee engagement methods and aligning them with the organisational culture. There are several elements that influence employee engagement, and the study recommends that organisations understand the impact of these factors on employee engagement levels in order to accomplish strategic goals (Sharmila, 2013). Pepra-Mensah and Kyeremeh (2018) conducted research on organisational culture as a mediating factor in boosting employee engagement. A total of 192 people were contacted in order to collect the necessary data via questionnaires. When an organization's culture differs from its employees' expectations, it becomes difficult to maintain employee engagement, causing the momentum to be disrupted. Employee work efficiency is determined by the sort of culture followed by the organisation, and if administrative policies are ineffective, employee engagement is poor. (Kyeremeh & Pepra-mensah, 2018).

In a few non-profit healthcare organisations in India, Pandita (2017) investigated the impact of organisational justice values on staff engagement. According to the study, employee involvement in non-governmental health care organisations in India is associated. The findings would benefit the management of health NGOs in India by assisting them in comprehending and its impact on employee involvement.

Tomar (2017) investigated the most notable engagement practices in the IT sector in India. The individuals are of the opinion that IT firms provide employees with a "good work environment," but they are wary of "engaging leadership." Employees lacked faith in and believe in their supervisors.

In comparison to firms in other sectors, studies show that India's IT organizations have well-organized engagement policies. Organizations in other industries, with the exception of those in the IT, healthcare, and engineering sectors,

do not engage in substantial ways. The companies in the IT, healthcare, and engineering industries have excellent engagement strategies and match Gallup's (2010) criteria for being designated as world-class organisations. Other key industries with average engagement practises include media, tourism, retail, and infrastructure, whereas telecommunications, education & training, and banking & insurance have poor engagement standards. Employee engagement strategies in various industries must alter to meet standard criteria by making workers feel valued, demonstrating an interest in their professions, and aiding them in professional development (Tomar, 2017).

Various human resource initiatives established by India's banking industry have backed up the results. Indian and India-based banks are just replicating an American bank's long-standing practice (Muduli et al., 2016). Pay, perks, human resource practices, resources, career prospects, recognition, and the physical work environment, according to Sarkar (2011), are all elements that influence employee engagement in Indian businesses, resulting in improved productivity development. In the Indian banking industry, comparative research on work-life balance, demographic characteristics, and their relationship with employee engagement drivers are scarce. Employees are frequently diverted from their job as their duties at home grow, as does their desire to advance in their careers. Excellent service delivery is one of the characteristics of banks, thus they must have a trust-based relationship with their personnel. They should put money into employee engagement through influencing employee attitudes and behavior, since this leads to better company outcomes and consumer satisfaction. Employee expectations in terms of assistance that may be offered for obtaining a better work-life balance and career progression with employment stability must be identified by the bank (Dutta et al., 2016).

Employee engagement is defined by Sadiqe (2014) in the context of the Indian hotel business and how successful it is in the current

competitive market. To highlight provision of remarkable services in the domain of hospitality for the tourists, India's Ministry of Tourism has established the idea of "Atithi Dev Bhawo" (Desai et al., 2010). The Indian hospitality industry faces a number of challenges, including scarcity of well-trained employees to meet the industry's needs, (ii) a dearth of infrastructure provision, (iii) insufficient funding assistance from the government, and (iv) a lack of integration between the central and state governments.

Literature also demonstrates different ways to tackle employee engagement and effectiveness such as identify and hire the best candidates. In a sector where expertise is in short supply, the skill to quickly employ the right set of employees is becoming crucially influential. The orientation programme is critical in developing their perspective after they have acquired their services. During their first three weeks at a company, new employees determine whether or not they are comfortable, and 4% of new employees resign after a disastrous first day. Companies have a significant financial incentive to do it right because firing. (The Wynhurst Group LLC, 2007).

The main reasons for employees leaving a firm, according to a Reed Consulting survey (2007), are a narrow career and a lack of promotion possibilities. In order to overcome the "grass is greener" illusion, it's critical to encourage internal job opportunities. Existing employees can be considered for potential opportunities inside the organisation based on their abilities, objectives, and successes, allowing the employer to strategically recommend new roles to appropriate personnel.

While there is no alternative for a professional manager, contemporary technology may give managers with crucial employee data to aid in decision-making and gain a better understanding of their employees' strengths and limitations. Managers may utilise context-based statistics to examine assignments and observe how each employee is progressing toward their growth objectives. In addition to standard management techniques, the day-to-day

engagement gives fact-based decision-making instruments. (Snell, 2009).

The contact between management and employees also determines how involved employees are on a daily basis. Everyday involvement hinges on the interaction between management and employees. Employees should have the option of selecting their own work environment. Giving employees the information and power, they need to make informed decisions and manage their own careers is an important part of keeping them motivated. This necessitates providing employees with a clear picture of how they are assisting the organisation in achieving its goals. Another option is to use self-service career guidance software. These instruments aid individuals in charting a career path that is suited to both their personal and organisational objectives. Finally, feedback is critical for comprehending input and should be solicited on a regular basis from a diverse but acceptable audience.

Regardless of the fact, that well thought and productive employee engagement programmes produce a number of positive organisational outcomes, many firms confront considerable barriers and challenges in engaging employees. One of the most prevalent difficulties is supervisors' disapproval of employee participation in the decision- making process. Some supervisors find it exceedingly difficult to offer it because they are fearful of losing their positional authority if they involve their staff in policymaking that affects persons at their levels of operation. Some executives are apprehensive about disclosing important corporate decisions with their staff or involve them in the decision-making process since they don't want their competitors to get access to the information. However, it is a well - known fact that employee empowerment provides people with more control, adaptability, and independence over their jobs. It is a responsibility to make decisions (Sofijanova et al., 2013). Employee empowerment, as per Apostolou (2000), allows people to engage in decision-making and problem-solving by permitting them to grow and gain a high degree of responsibility and

competence at their optimal operating levels. Organizations who do not empower their staff should not expect much from them, according to Khattak et al (2013). When employees know they have the power to act and make decisions, they do their best to justify the authority entrusted upon them. Delegation, training, coaching, career growth and feedback are all important indications of empowerment (Nwachukwu, 2006).

As a result of the aforementioned study, it is clear that the organisational culture is creating various hurdles to employee engagement. Engagement of employees is influenced by the efficacy of culture of the organization. To eliminate such hurdles, organisations' management must understand the expectations and demands of their personnel. Therefore, from the given literature we find various challenges which are reported in employee engagement and effectiveness in the impact of organisational culture captured by our study.

III. RESEARCH METHODOLOGY

A massive quantity of information and data has been collected and compiled with the purpose of doing research by merging information from current publications. Secondary sources, such as research papers previously given by academicians, were used to compile the data for this study.

IV. FINDINGS

Studies on organisational culture and employee engagement and effectiveness in Indian context indicates that the culture of an organization had a direct influenced on the performance and level of motivation, which in turn influenced the organization's quality (Nidhin, 2015). Banerjee (2014) analysed employee engagement and concluded that the organization's culture, which leads to work satisfaction, eventually enhances employee engagement. The importance of employee involvement in organisations is also highlighted in existing research and its subsequent effect of employee effectiveness indicated that the notion of employee engagement is important for businesses since their productivity is dependent

on it. The level of dedication of engaged workers is higher, which has a good impact on the overall performance of the organisation. Employee engagement techniques, according to the report, also boosts organisational growth and development (Pratima et al. (2016); Siddhanta et al. (2010) and Sharma et al. (2014)).

It was found that the organisations that have established a learning and awareness platform and have several training and motivating events, a good induction procedure keep their employees motivated and engaged. A supportive corporate culture provides employees with sufficient learning chances in addition to a pleasant work environment. Productivity in such organizations has risen as an outcome focus on employee training and a results-oriented culture.

Employee engagement and effectiveness are influenced by organisational culture. It should also be emphasised that corporations have a tough time determining the conditions under which employees are motivated to become involved with their companies. Furthermore, they are unable to forecast the factors that contribute to employee disengagement (Al Shehri et al., 2017). Lack of appreciation, feedback, confidence, and recognition, according to studies, are some of the variables that function as obstacles to employee engagement in organisations (Al Mehrzi & Singh, 2016). The study indicated that educating employees on a regular basis is the most significant problem in terms of employee engagement and effectiveness when it comes to the impact of organization culture. According to managers, must be well comprehended at all levels of the firm. Individual aspirations must be aligned with business goals, and the organizations should always preserve and reinforce its healthy organisational culture.

Because most businesses in developing countries are in dire financial straits, they opt out of various employee engagement initiatives in order to save money or evade incurring added costs. Managers should remember, however, that any money spent in the quest of a

comprehensive outcome will almost certainly pay off in the long term. Practitioners who recognize the need for and are capable of using a broad variety of networking abilities can create effective relationships with key stakeholders inside the organization (Murphy et al., 2003). Organizations that recognize the benefits of innovation-friendly environments are more willing to invest more resources to building and sustaining them and as a result are more receptive to innovative ideas and enthusiastically involve their staff.

A strong organizational culture necessitates employee engagement. A healthy culture is always the outcome of regulations that contribute to organisational performance. Organizational culture has a positive association with employees' effectiveness, according to Amah (2014). A robust culture that encourages involvement predicts changes in the environment and, as a consequence, allows the staff of the organization to be fully engaged in the activities of the company.

V. CONCLUSION

As employee is an asset to the organisation his engagement and effectiveness is imperative to the organization. Despite many measures taken by the organizations there are various issues faced by the organizations in employee engagement and effectiveness. Some of the common barriers involved in employee engagement includes lack of alignment, insights and focus by the senior leaders, external investors' failure to prioritize engagement efforts, saturated communication channels, lack of formal training as a program for commitment, lack of inspirational communication and transparency.

A well-designed and implemented employee participation programme, according to Obiekwe (2019), boosts employee engagement, improves cooperation, promotes self-confidence, and results in a competitive edge and other encouraging organisational outcomes. Employee participation programs, on the other hand, confront numerous challenges, including unfavorable manager attitudes toward employee involvement, a lack of competent labor, high implementation costs, and the socio-cultural environment, to name a few.

The main goal of this paper is to influence of organisational culture in a sample of Indian companies to see if employees' perceptions of organisational culture are related to their level of job engagement. Organizations have a difficult time recognising the circumstances under which employees are motivated to become connected with their company, according to the findings. They also lack the ability to predict the elements that contribute to employee disengagement.

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