IMPACT OF EMPLOYEE ENGAGEMENT ON PERFORMANCE IMPROVEMENT - A LITERATURE REVIEW

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1. INTRODUCTION

Nowadays, HR Management and organizations are looking for some solutions which can help their employees to get motivated and be the part of the organizations with their heart and soul. Organizations which have taken this matter seriously are growing while the others not. It could be said that employee engagement is considered to be the hot issue of this era. It has become a new construct to business, human resource department as well as for the management fields so they can make it essential to be adopting in all types of organization settings. This topic has become interesting one and several studies are on-going on the solutions related this concern. This is the fact that human resource management plays a substantive role in the failure and success of any organization and in their strategic business planning. This topic is in the discussion and continues to gather the attention of and implementation into organizations. Employee engagement as a new construct to business, management, and human resource management fields makes it an imperative to adopt in organizational settings. It is supposed to be essential driver to obtaining more effective, motivated employee participation and improved business performance. The objectives of this paper are to understand nature of employee engagements, analyse case studies used to understand this phenomenon and comprehend important of employee engagement for organization; thus the managers can understand where their employees stand in terms of engagement. Existing academic and business literature was used to understand psychological and sociological aspects of employee engagement. The study will enrich the current literature on employee engagement. On practical level this study will not only help practitioners and consultants but also organizational management will also be equipped with useful information regarding work motivation and employee engagement in organizational settings.

Employee engagement is a fairly new phenomenon that continues to gather the attention of and implementation into organizations. Employee engagement as a new construct to business, management, and human resource management fields makes it an imperative to adopt in organizational settings. It is supposed to be essential driver to obtaining more effective, motivated employee participation and improved business performance. The objectives of this paper are to understand nature of employee engagements, analyse case studies used to understand this phenomenon and comprehend important of employee engagement for organization; thus the managers can understand where their employees stand in terms of engagement. Existing academic and business literature was used to understand psychological and sociological aspects of employee engagement. The study will enrich the current literature on employee engagement. On practical level this study will not only help practitioners and consultants but also organizational management will also be equipped with useful information regarding work motivation and employee engagement in organizational settings.

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It has been said that for employee engagement, it is necessary to have emotional commitment as well. The growth of firms, profits and revenue are highly linked with the employee engagement (Xanthopoulou et. al., 2009). Its importance has been found out crucial to know and various surveys have been conducted regarding employee engagement. According to 2013 Credit Union Checking Survey, profit getting organization have always higher employee engagement as compare to those which profits are declining and position is coming down. According to Wollard & Shuck (2011), Employee engagement is a concept which is emerging in all types of organizational fields like management, business, industrial/organizational psychology and development fields with human resource. Kahn (1990) considered the term employee engagement as the presence of employee psychologically during working and this consideration further break up into three aspects that are physical, cognitive and emotional which could be activated simultaneously for generation of a merged state . May et.al., (2004) also support and give empirical evidence of such statements while several researches like them have started the investigation for the necessity of the employee engagement. Employee engagement can create a difference to the performance of individuals, teams and organizations and its evidence is present at both theoretical and practical level (McBain, 2006).

1.1 Problem Statement

Employees are said to be the assets of the organizations and organizations do grow on the basis of them. Workers are the real brand of any company. If employee gets motivated and be engage in work then this reflect in the work and role performance which ultimately enhance the work level and company productivity. Similarly, disengaged employee lower the company profits and lost productivity which resulting in higher turnover rates. We would like to study why philosophy of employee engagement is getting popular and how seriousness is require in the study of such topic.

1.2 Objectives of the study

The objective of this study is to determine the importance of the philosophy of the topic employee engagement. The significance of this study contains both theoretical as well as practical contributions. As mentioned before, there is scarcity of academic and empirical literature on the topic of employee engagement. This study will enrich the existing literature; since it is going to tackle a largely ignored area of research that is, employee engagement which is said to be as a serious job.

1.3 Knowledge Gap

When we do securitize the previous work and studies, then we find that working and results have been come from practitioners and consulting firms while a little empirical and academic work is available on this topic (Robinson et. al., 2004; Saks, 2006). Limitation of existing empirical studies as well as research is quite clear as compared to the empirical studies and researches on the other topics. However present evidence at academic and practitioner level suggest that if we have make a difference in the performance of organizations, teams and individuals then we should do employee engagement (McBain, 2006).

1.4 Scope

This paper is related to researchers who want to know about the topic of employee engagement. It is very beneficial of the management who wanted to know the essence of its employees hardworking and engagement with the work as they know that later it connect to the company high performance. This is very important for the Human Resource departments who are looking for some solutions which can help employees to get motivated and be the part of the organizations with their heart and soul. This study is not bound to any region or country while it can be implemented according to the environment of other countries. Although, this paper has been written on the smaller scale but researchers can take it to the large scale after doing further research.

2. LITERATURE REVIEW

2.1 Introduction

Engagement has become an emerging concept of this era without having any consensus of its proper definition as by inherent meaning many definitions are same but matter is come to researchers then they define the concept in its depth. Different scholars in different years have used different definitions such as Schaufeli & Bakker’s (2004) said that it is a positive, worthy and a mind state related to work that could be characterized by absorption, vigour and devotion. Few definitions created confusion on identification of employee engagement with job or with the organization (McBain, 2006). Perrin (2003) elaborated that when an employee put extra time, energy and utilizes power of brain in working with skills and ability to enhance the company success graph then we consider his or her effort as the employee engagement. Rice et.al., (2012), explained in the book “The Engagement Equation” that full employee engagement represents an alignment of maximum satisfaction for the individual with maximum contribution for the organization” i.e. EE= MS + MC. All the definitions are now focusing over two things that are organization success and the employee engagement. Employee engagement has become the focus of consulting firms after getting attracted by the researchers and consulting firms are taking it seriously as a worthy learning outcome (Andrew & Sofian, 2012). Studies and literature on employee engagement is coming from consulting firms and the practitioners and it is a focus point for both practitioners and scientists (Robinson et. al., 2004,
Andrew & Sofian, 2012). Kahn (1990) has been known for his marvellous in generation of literature for the employee engagement. According to him, as a result of collaboration of personal disengagement and personal engagement, the formed figure is the term self-in-role. This self-in-role could be follow or not to be follow by people during their working and affect their performances. When people are engaged, they become part of the working as such they are made for it but when they are engage then they behave they are physically, emotionally or cognitively attach to the job and do not reveal their true performances. Kahn (1990) further elaborates about three psychological conditions for engagement.

2.1.1 Psychological meaningfulness

People feeling themselves worthy when they find their work attractive and appealing to them

2.1.2 Safety

People feel themselves safe when they find their work will not leading to any negative consequences and continuing it is no danger.

2.1.3 Availability

People have ability to utilize all psychological, emotional and physical resources for employee themselves in their performance of roles.

Buckingham and Coffman (1999) in their book “First, Break all the Rules” showed interest in the topic of employee engagement. Through working with The Gallup organization by conducting more than a million surveys and interviews from more than 80 thousands managers, authors identified few factors that produce discrimination in between effective working and less effecting working and out of those factors, one factor is very straight that it is the behaviour of manager which create differences and make one effective while other less effective. They discover the effective managerial skills which include doing encouragement and take care of employee in his or her development, focusing on talent of employee and providing opportunities to him or her. Shuck et.al., (2011) provide evidence that higher the employee engagement means lower the turnover intention. Reporting less accident on job and higher level of safety attain by those organization which focus on the employee engagement (May et.al., 2004). May et.al., (2004) made a relationship among three psychological conditions; availability and engagement safety and meaningfulness. Maskach and Leiter (2008) link the responses to the job either negative or the positive. The positive responses are occur when the employees engaged and negative responses occur when employee show job dissatisfaction, increase absenteeism, show intention to leave the job, do turnover and reveal stress. According to Robinson et. al., (2004) Engagement is two way process which occur as a relationship in between employee and the employer. Getting benefits from the work motivate the employee and if employee gets motivated and be engage in work then this reflect in the work and role performance which ultimately enhance the work level and company productivity. Economic global recession of 2008 has changed the mind of management and they are seeking the ways which can turn their employees into the engaged units.

2.2 State of the Global Workplace report

According to the Gallup survey (2013), 13% of the employ across 142 counties in the world are said to be as the engaged employee which means they are focused to their jobs and increasing the worth of their employers on daily basis. This employee engagement has become an important concern for all countries and organizations all around the world.63% employees are said to be as not engaged while 24% are those employees who are actively disengaged. However results vary among different countries and different global regions (Gallup, 2013). Companies can improve engagement by doing several ways. They can bring engagement into the company’s everyday language. Communication level should be strong in between management and the employees which can lower the difference and can mitigate the communication gaps. Using the right employee engagement survey could be the correct tool which can measure the employees’ engagement. Selection of right managers is necessary because if the right talent has been selected then the process will go gradually up and this will shift to the other employees as these selected right managers will prop the talent and will engage their staff. Later the engaged employees work with passion and feel a bond with their employee which will lead to the higher productivity turning into company profitability.(Gallup 2013).

Best organizations are those which integrate employees in working with proper planning and its execution and then focuses employees, teams, departments and units onto their performances and it happen time by time and not by the accident. Great managers make sure that their employees own their work and this work give them happiness and honour. Business leaders all over the world are interested to give a wakeup call to their teams and managers so to work effective and efficient (Gallup, 2013). According to Gallup (2017), most East Asia countries have issues of low engagement at work including 6% in Japan, 7% in South Korea, 6% in China, 5% in Hong Kong and 7% in Taiwan which conclude that further their culture affect their engagement and it makes the productivity suffer. They have lack of work life balance which is one factor among those others factors which are present in their culture.
2.3 2015 Trends in Global Employee Engagement

According to Hewitt, A. (2015), the overall work experience is not improving instead it is declining gradually. Employees who are engaged but not empowered feel boredom. They come on the level where there is a risk of frustration, disengagement, low productivity and turnover intention. There are drivers which boost up engagement like pay, reputation, innovation and opportunity for improvements (Hewitt, A., 2015). A strong employee value proposition (EVP) is worthy to employees all over the world. If management thinks that employee engagement is enough then it is not enough as it is a continuous process and a long route way for covering. Once a culture get developed then proper focus, value creation and role development is essential to sustain the process (Hewitt, A., 2015). We are discussing now good examples of six companies that have achieved great results when it comes to an engaged culture.

2.4 Six Companies That Get Employee Engagement – And What They Do Right

According to Manager, P. (2015), there is no such thing as perfection, which is true for employee engagement like everything else. The reason is that we live in a changing world where new challenges continuously require new thinking and actions. People are not all alike, so employee engagement also requires you to see your employees, really see them and get what makes them tick – and then to help them make themselves tick. Because employee engagement is not just down to the leader or company – each person is responsible for his/her own level of engagement. Most companies that do it well have something in common – they understand that it’s a driver of success and that it therefore needs to be a key business strategy, which is everyone’s responsibility (not just HR’s or the leaders’ responsibility). This strategy works best when it translates into behaviors and culture. They also know that they have to look after their employees so they can look after the customers. Or as Walmart’s founder Sam Walton said: “the way management treats associates is exactly how the associates will treat the customers”. There are many good examples of companies that have achieved great results when it comes to an engaged culture and it’s worth reflecting on what they do and why it works. Here are some we find particularly interesting, and here’s why (Manager, P., 2015).

2.4.1 Google - Transparency

Manager, P. (2015) states that google have been very intentional about creating the culture they want. One aspect of that culture is their focus on transparency. The idea is to break down barriers, encourage creativity and collaboration. And employees, as a result, are feeling empowered by that transparency. Culture comes down to behavioral habits and Google, by creating a culture of transparency and freedom, creates habits of creativity. Formalizing that people spend 20% of their time doing something outside their normal work function facilitates a creative culture. Ultimately culture is about “how things get done” and should not be left to chance, it’s too powerful a force not to take control over – and Google has done this well. In our experience, we see organizations that focus on transparency engaging employees more than those that don’t. Employees want to be a part of something where there are no hidden agendas and they are experiencing an honest perspective whether that is good news or not. Informed employees feel valued and engagement typically follows.

2.4.2 American Express – Focus on Behaviors

According to the Manager, P. (2015), in a world where results are everything and goals are often largely about what results people achieve, regardless of how they achieved them, American Express was different even 25 years ago. The company has for a long time had equal weighting between the fact that people achieve their goals and how they do it. It simply should not be possible to achieve top results, ratings, pay and potential bonus without considering the impact of your behaviors. Behaviors are how we conduct ourselves, act and react, towards others. We’ve found that successful companies understand how behaviors impact employees on an emotional level, where much of engagement with an employer happens. They therefore value how people do their job. You can’t have someone being a high performer but behaving really badly at the same time - it sends the wrong message. The high performers in companies where engagement is high understand their impact and behave in a collaborative and respectful way.

2.4.3 John Lewis – Empowering

Manager, P. (2015) stated that John Lewis expressed a strong focus on people. One way of doing this is to call their employees partners. A word is not just a word; it is also the connection people make with that word, the emotions that it awakens. By calling them partners, the company is clearly expressing that there is a shared responsibility for the customers and the outcomes of the company. So they focus on involving their partners in decisions and solutions, empowering them to create the best customer experience. We see this lot; that employees who are invited to be involved (not just served a “fait accompli”) also feel empowered and they take personal responsibility – they know they can make a difference and it engages them to do more.

2.4.4 Hyatt – Employee Development

Manager, P. (2015) elaborates that the hotel group’s high employee retention and long tenure speaks volumes in an industry known for its high employee turnover. The focus on employee development and promoting from within plays a large
part in this. Another interesting practice, connected to development, is how they empower their employees (whom they call associates), to listen carefully to each other and guests, to be able to solve problems and create new solutions, rather than following scripts of what to do, making the guest feel special and heard. Many organizations we’ve met share this commitment to employee development and are therefore able to trigger that inner motivation that comes from knowing that you’re growing and developing. Besides, continuous development is crucial in order to successfully deal with the constant change all organizations face.

2.4.5 Southwest Airlines - Purpose

Manager, P. (2015) elucidates that this airline sees their purpose as connecting people with what’s important to them. They don’t just see themselves as transporters of people, but as enablers who help people get to people or places they care about. This may be seen as a small differentiation, but it can make a big difference in how important an employee perceives his/her job. A strong, clear purpose connects emotionally with employees, it engages. In our experience, purpose is becoming more and more important to employees. To see that you are doing something more profound than just selling a product or service, makes you feel important. It’s no longer enough to “just do a job”, we’re seeing that people want to make a difference, to contribute to something bigger than themselves.

2.4.6 Virgin - Listening

It has been enlighten by Manager, P. (2015) that this multi-industry organization has a habit of listening to its employees, to show that they are valued, to listen to their opinions and take care of their ideas, to have healthy debates and continuously innovate. It’s a win-win; the organization keeps learning and employees feel important and engage with the organization. Listening is at the heart of engagement. In our experience, everyone wants to be seen and heard – it’s a minimum requirement of leadership, yet often overlooked for the immense value it can bring. On top of it simply being the right thing to do. We see that employees who feel listened to, want to reciprocate, they want to do their best, because they feel valued and important. Employee is the fuel of an organization. And even if an organization is good at it, we can all get better at it – and maximize that fuel.

2.5 Case Studies

Few case studies are going to be present in this paper which will reveal the impact of employee engagement on improvement of performance.

2.5.1 Case Study 1: Barge Waggoner Sumner & Cannon, Inc. (BWSC)

In 2003, Barge Waggoner Sumner & Cannon, Inc. (BWSC) asserted itself as a forward thinking company that strives to understand its workforce and protect its employees. After 50 successful years, they recognized that for another 50 years of success, they would need deep analysis to pinpoint areas of concern for their employees and provide actionable data. Therefore, BWSC brought in The Work Institute (TWI) to facilitate an initiative focused around employee satisfaction. This effort commenced by establishing baseline information on the entire population and then to attaining pulse intelligence every month. The initial engagement survey revealed that the focus should be on the benefits program. It was clear that the current program was not meeting the needs of the BWSC employees. When asked to rate the benefit package using Excellent, Very Good, Good, Fair, or Poor, 36.8% percent of their employees rated the healthcare program as “fair” or “poor” and only 9% percent rated the healthcare program as “excellent.” This level of dissatisfaction was distracting employees and affecting the organization’s overall productivity and profitability. In order to obtain the actionable data needed to make positive changes, TWI and BWSC designed a new survey around the benefits program, including open ended questions. Using the survey responses, Black welder identified major issues and began to address them. First, the benefit program represented a major cost to BWSC because of utilization patterns and poor cost-sharing protocols. Second, communication between the insurance carriers, BWSC Human Resources and the employees was not effective. Finally, an unusually high number of customer service issues were distracting employees and causing problems with productivity. The dissatisfaction level was affecting employee satisfaction, retention and engagement. After analyzing the quantitative data along with verbatim comments, BWSC began developing its current benefit program concentrated on resolving these three areas of discontent. BWSC responded by switching carriers, implementing cost sharing with employees, and offering three healthcare plans. To increase communication, BWSC conducted benefit meetings in each location, bringing in representatives who walked employees through the plan options (A dig deeper reveals precise reasons for dissatisfaction, 2015).

2.5.1.1 Outcomes

The new healthcare plans and the communications program BWCS used to introduce those yielded results. Employee responses indicated an immediate decrease in distractions due to the benefits program and a positive increase in employee engagement. By 2005, employee dissatisfaction had fallen to less than 8%. Today, BWSC continues to partner with TWI using ongoing interviews and surveys to guide the company to powerful, cost-effective decisions that impact employee productivity and retention. This strategy has kept dissatisfaction low and engagement high (A dig deeper reveals precise reasons for dissatisfaction, 2015).
2.5.2 Case Study 2: Cincinnati Children’s Hospital (CCHMC)

Every company loses employees, but successful organizations understand why and make improvements to retain their best employees. In 2007, Cincinnati Children's Hospital Medical Center (CCHMC) identified this and entered on a path to understand its workforce and lower its human capital costs. As the recession of 2007-09 loomed, CCHMC leaders found themselves with annual turnover rates of nursing-related staff that exceeded the U.S. average of 10.5% at nursing facilities. This high turnover was placing stress on employees and the hospital. To gain real insight, CCHMC needed to go beyond the numerical ratings-based surveys and gather both quantitative and qualitative workforce intelligence. In other words, they needed to find out why. To tackle the issue, CCHMC augmented its engagement studies with a new exit interview program outsourced to a third party, The Work Institute. Together, they created a program designed to explore supervisor ratings over time, along with turnover rates and costs; to understand employees' overall rating of the hospital compared to the employees' intent to stay and his or her productivity; and to discern employees' real reasons for leaving. To see, understand and interpret this data, the departmental report summaries included coded responses as well as verbatim responses detailed by question. Further queries allowed a view by demographic factors in the departments of the hospital in order to find root causes embedded within the verbatim comments. After defining those issues, the team created an action plan for each issue. CCHMC targeted five specific units within the hospital that were experiencing the most challenging turnover rate trends. Some of the initiatives they put in place included: a nursing career ladder allowing pay for experience and enticing nurses to obtain advanced degrees, and partnerships with a local university and the local union to provide increased tuition assistance for nurses. Today, the hospital has continued to use exit interviews as an essential component of its employee retention and talent management strategy. CCHMC's revised, more deliberate HR initiatives have allowed the organization to be more competitive and cost effective (Turnover reduction saves hospital millions, 2015).

2.5.2.1 Outcomes

Employee turnover in the departments where it was disproportionately high was reduced with all of the associated cost savings and obvious increase in employee performance and satisfaction. As the organization has learned, implementing and sustaining human capital analytics is no longer an option. When combined with a hospital's financial metrics, there is a clear correlation between a hospital's talent management strategy and the hospital's bottom line performance (Turnover reduction saves hospital millions, 2015).

2.5.3 Case Study 3: Ephraim McDowell Health (EMH)

Suddenly faced with unusually high turnover of their Associates, Ephraim McDowell Health had a major problem. Leadership decided that it needed a deep rooted plan to understand its strengths and opportunities for improvement. EMH wanted to improve retention with Associates and decrease turnover costs, as well as attract new top talent. To fulfill this need, EMH turned to The Work Institute. Together, they designed incumbent and exit interview programs to identify how to make EMH the most attractive employer. The results indicated four main areas for development: communication, retirement savings program, pay for performance, and an on boarding program. In 2006, 10.5% of respondents indicated communication to be the most important area for improvement. Verbatim comments gave insight into the variety of aspects of communication to be addressed; one Associate told TWI, "HR needs to keep the Associates clearly informed about policy," while another mentioned the need to "improve communicating between staff and supervisors." They installed flat-screen monitors throughout the hospital that can display instant information. The monitors assure consistency of messaging and a more visual, real time method of communicating; two attributes that Associates emphasized. By 2008, not a single respondent specified communication as an area for improvement. Additionally, Associates indicated that their highest benefits priority was the retirement savings plan. Therefore, EMH implemented a new, standardized plan with an enhanced matching formula that allowed an individual to have up to 8% of his or her pay matched by EMH. Because of this, the percentage of “Excellent” responses when asked about benefits increased by 47.8%. While compensation was as an area of concern, the open ended questions revealed that Associates wanted a performance based compensation system as opposed to a general economic adjustment. Following the institution of this system, the percentage of people noting compensation for a reason for leaving dropped 16.2% in two years (Employee retention strategy rapidly reduces turnover, 2015).

2.5.3.1 Outcomes

Lastly, to further drive down turnover, EMH implemented new hire surveys to learn about employees’ transition to the company. A number of incoming Associates told TWI that their orientation process was not sufficient; some departments had effective orientation, while others’ were non-existent. A Departmental Orientation process was implanted to assure consistency in transitioning new Associates. Ensuing surveys indicated remarkable improvements in orientation satisfaction. One Associate noted, “Within 2 weeks, I knew where everything was and had all my questions answered." EMH continues to use TWI for their ongoing commitment to evidence-based decision making. Even though certain areas have seen significant improvement, EMH understands there will always be new issues, and TWI’s research allows them to keep a finger on the pulse of changing Associate preferences (Employee retention strategy rapidly reduces turnover, 2015).
2.5.4 Case Study 4: Renal Advantage Inc. (RAI)

Founded by veteran healthcare professionals in Brentwood, Tennessee, Renal Advantage Inc. (RAI) is one of the nation’s leading providers of dialysis services. Committed to employee satisfaction, Renal Advantage decided that its competitive advantage would be its workforce. Senior leadership at RAI recognized that while they were not the largest provider of dialysis services in the U.S., they could differentiate themselves as an employer of choice. "We believe our employees are a primary customer," said Linda Meador, VP of HR at RAI. In their pursuit of becoming a preferred employer, Renal Advantage, Inc. partnered with The Work Institute (TWI) to learn more about the preferences, expectations, and intents of their workforce in order to drive action at the most local level. Focused on the perception of RAI as an employer, the quality of supervisor performance, and overall turnover, RAI and TWI designed and distributed a questionnaire comprised of a 5 point scale and follow up questions such as “Why?” and “What would it take to get an excellent rating?” By employing TWI as a confidential, third party, RAI had the specific advantage of ensuring the honesty and accuracy of the data it was receiving. After reviewing the data and conducting an initial analysis, Meador and Christie Carlisle, Director of HR, traveled to each region to equip supervisors with the tools and techniques to implement action plans and reach the company’s goals. For both the perception of RAI as an employer and the quality of supervisor performance, all supervisors were responsible for driving the percent of fair/poor responses below 15% and the percent of excellent responses above 30%. RAI also endeavored to have the total “intent to leave within one year” be less than 15%. Following the initial training and goal setting, supervisors had three months to evaluate their own data and present action plans to their Center and Regional Directors. The qualitative data provided them with the direction to build and execute action plans that would properly address the concerns of their direct employees. For these supervisors, the quantitative rating scores coupled with verbatim responses allowed each supervisor to gain a robust understanding of his or her strengths, weaknesses, and opportunities for improvement (An employer of choice, 2015).

2.5.4.1 Outcomes

By the end of that year, RAI had evaluated the effects of these interventions through employee pulse surveys. They found that from 2006 to 2008, these programs drastically increased satisfaction with RAI as an employer (22%) and with their supervisors (10%), while employee intent to leave notably decreased from 22% to 16%. Surprised and pleased with their success, RAI continues to conduct pulse surveys every six months and make the changes required for employee satisfaction. Due to their dedication to continuous workforce improvement, in 2008, Renal Advantage, Inc. was designated as a five-star Certified Preferred Employer (CPE) by The Work Institute. This status exemplifies the high employee satisfaction, as well as serves as a significant recruiting tool, attracting key talent to the company improvement (An employer of choice, 2015).

3. CONCLUSION

Finding of this paper states that employee engagement is a serious job and organizations which have taken this matter seriously are growing while the others not. The growth of firms, profits and revenue are highly linked with the employee engagement. Profit getting organization have always higher employee engagement as compare to those which profits are declining and position is coming down. Best organizations are those which integrate employees in working with proper planning and its execution and then focuses employees, teams, departments and units onto their performances and it happen time by time and not by the accident. If employee gets motivated and be engage in work then this reflect in the work level and company productivity. Similarly, disengaged employee lower the company profits and lost productivity which results in higher turnover rates. Companies can improve engagement by doing several ways but considering employee engagement developed is not enough only because it is a continuous process and point of focus for the management. The case studies throughout this report show how organisations have engaged their workforce to achieve change. Some have involved employees in changing their own culture and ways of working to improve efficiency or customer service. Others have used employees’ knowledge, insight and leadership to redesign the services they deliver. All believe that involving the workforce is the best way to achieve lasting change that improves services while improving efficiency. All the case study organisations understand that engaging employees in service transformation requires good workforce practice. Engaging management, a clear strategic narrative, opportunities for employee voice and organisational integrity are factors that have been shown to support engagement. Many of these organisations have worked with unions and workforce representatives to achieve change. They have shown that involving representatives more, not less, has improved employment relations.

Companies such as Norse regularly share information with their recognised trade unions to make sure that discussions and negotiations are based on a shared understanding of the company’s performance. The government is committed not just to reducing public spending, but to improving public services. If this is to be achieved, then leaders and managers throughout the public services must drive through radical reform. This report has shown that there is a real opportunity and incentive to make sure reform is something done with public service professionals, not to them. Engaging employees in service transformation is not just achievable, but essential. The findings of this study are not bound to any region or country while it can be implemented according to the environment of other countries. It leads us to the conclusion that it is a serious concern for the organization and it is definitely a truth which cannot be denied by anyone at any cost.
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