# Revisiting Employee Engagement in the New Normal:
## A Study of a Few Select Organizations

**Parul Saxena**
*Sharda University, India*

**Reena Kovid**
*Shobhit Institute of Engineering and Technology (Deemed), India*

**Asiya Nasreen**
*Jamia Millia Islamia, India*

## EXECUTIVE SUMMARY

*The chapter provides for developing an understanding of the various aspects of employee engagement, namely the concept, levels, and techniques for measuring employee engagement during and after COVID-19. It explores employee engagement practices and its implications in some selected organizations during and after the pandemic. It highlights the most affected dimensions of employee engagement. Additionally, this chapter maps the practices followed by various industry organizations and presents these practices as a way forward to overcome the hurdle of keeping employees engaged in the new normal. The findings indicate that the organisations appeared to have made considerable changes in their employee engagement strategies and have integrated technology at a large scale to suit the remote work environment and emotional well-being as well.*

## INTRODUCTION

The COVID-19 pandemic's abrupt, fast, and disruptive developments have confronted practitioners and researchers with a completely new working environment (Singh & Kumar, 2022). As a result, it necessitates a thorough examination of its impact on all aspects of work as well as on personnel. The goal of this research is to look into the concept of employee engagement in the new normal. Employee engagement refers to the process of building an environment and culture in which engaged employees can thrive. An engaged employee is one that understands and believes in the direction in which the company is heading, as well as how their job impacts and contributes to the company's purpose, mission, and goals. Engaged employees have a sense of energetic and effective connection to their work activities and believe they are capable of meeting the demands of their employment (Schaufeli & Bakker, 2004). It is frequently confused with the employee experience; however, they are not the same. The employee experience, which comprises important events throughout the employee lifecycle that either encourage or inhibit employee engagement, is linked to engagement. Work engagement is thus the fundamental outcome of improving the employee experience, and it encompasses more than ping pong tables and complimentary lunches.

Kahn (1990) first proposed the concept of employee engagement and observed it, "as the harnessing of organization members' selves to their work roles; self-employment and self-expression of people physically, cognitively, and emotionally in their work lives". He stated that employee engagement shows physiological and physical existence of performing an organizational role. The construct which forms the engagement in an organisation include psychological conditions of safety, meaningfulness, and availability. Employee engagement creates an experience of awareness and increases involvement during a business enterprise in way that employees can carry out their best. Aspects such as performance, goals, recognition, development, and supervisor effectiveness are all inextricably connected to worker engagement. In the corporate settings, employee engagement is frequently used interchangeably with employee satisfaction and loyalty, and that is a mistake, because it is way more than those concepts.

Employee engagement refers to the physical, cognitive, and emotional involvement of employees in the work. Organizational elements (leadership, advanced support, process resources, fairness, etc.), job elements (work environment, job participation, job enrichment, etc.) and individual factors (extraversion, resilience, self-consciousness, etc.). are all influencing elements of employee engagement. The research on consequences of employee engagement mainly focusses on two aspects—the influence of employee engagement on individual performance (enthusiasm, excellence, satisfaction, devotion, etc.) and on organizational performance

23 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/revisiting-employee-engagement-in-the-new-normal/306002

## Related Content

### Modeling Quantiles
Claudia Perlich, Saharon Rossetand Bianca Zadrozny (2009). *Encyclopedia of Data Warehousing and Mining, Second Edition (pp. 1324-1329).*
www.irma-international.org/chapter/modeling-quantiles/10993

### Secure Computation for Privacy Preserving Data Mining
Yehuda Lindell (2009). *Encyclopedia of Data Warehousing and Mining, Second Edition (pp. 1747-1752).*
www.irma-international.org/chapter/secure-computation-privacy-preserving-data/11054

### Mining Software Specifications
David Lo (2009). *Encyclopedia of Data Warehousing and Mining, Second Edition (pp. 1303-1309).*
www.irma-international.org/chapter/mining-software-specifications/10990

### Distributed Data Mining
Grigorios Tsoumakas (2009). *Encyclopedia of Data Warehousing and Mining, Second Edition (pp. 709-715).*
www.irma-international.org/chapter/distributed-data-mining/10898

### Uncertainty Operators in a Many-Valued Logic
Herman Akdagand Isis Truck (2009). *Encyclopedia of Data Warehousing and Mining, Second Edition (pp. 1997-2003).*
www.irma-international.org/chapter/uncertainty-operators-many-valued-logic/11093