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Review Paper

Manager Experience and Skill Impact on Employee Engagement: Literature Review

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ARTICLE DETAILS

ABSTRACT

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Employee engagement, Managers Leadership, Management, Manager and employee relationship, leadership, Career growth, Trust, loyalty, Employee engagement models.

Studies have shown that an employee can be influenced and motivated in many ways in an organization; one of the very important factors that can influence the employee is the relationship with the manager. Employees who are properly supervised are 60% more engaged than unsupervised employees as per a report in the Better Works article. Managers act as a bridge between the management and the employees. Managers Skill, leadership add a great value to the organization to achieve the same. One of the basic skills of the manager is to identify the employee's capability and understand their strengths and weakness. Strategies based on this study will show great positive changes in the organizations. This paper would bring out the various skillset and strategies needed by the managers for better employee engagement. This paper is being supported by studies that show how the managers improved the overall performance of the employee and increased employee engagement and employee retention.

1. Introduction:

Every organization has unique feedback system which is connected to the appraisal system. For example, the strategies implemented by the management for the employees involves state - of - art day care center that is fitted with "nanny cams" for its employee's children. The employees can watch over their children from the comfort of their workstation. The firm provides moral and financial support in the event of disasters such as fires. The performance management system of the organization is very strong and focused on employee relationships. Performance appraisals are mainly focused on assessing the top-down performance of an organization. Performance management system of Cisco is more effective in developing relationships between the management and employees by stressing on joint dialogues between the two parties. (IvyPanda, 2022). This paper would focus on the bringing out the various strategies and performance management and appraisal systems incorporated in the various companies where manager's role in feedback system has brought great improvement in the employee retention and employee engagement . These companies are top 10 companies listed by the Forbes for their employee engagement. (Peachman, 2023)

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2. Literature review:

Employee engagement and employee retention has been an ongoing concern for the organizations as it involves cost and manpower. Even though the loss per employee may be a small percentage, if the employee's turnover is more in an organization, this percentage may be of great concern. The management implements many strategies of employee engagement which have been adapted from many tested models for the betterment of the employee's well-being. From the previous research done by many practitioners, various employee engagement models have been innovated. One of the popular models is the Kahn model which helps in bringing out the factors that are important for improving the employee engagement of an organization. This model brings out factors that influence employee engagement. These factors can be categorized as Meaningfulness, Safety Availability. These factors study helps the management to plan a system that improves employee satisfaction and thus increases employee engagement. Every employee when has a question in his mind "am I fit for this job or organization then becomes important to for the management to make sure employee is given good awards and recognition and training to gain confidence and get oriented toward organizational goal. All the above factors affect employee engagement in any organization and give less importance to the monetary factors of the employee that lead to the employee engagement. The psychological conditions of the employee engagement at every level are categorized in three types of conditions i.e. meaningfulness, safety, and availability. The factors arrived at by Kahn are by many experiments conducted by Kahn in different organizations and to different combinations of groups. (Kahn, 1990).

The second model is the Zinger employee engagement model which is a pyramid of seven blocks where each block depicts one principle that helps in improving the employee engagement of any organization's seven principles are achievement, Maximum performance, Path Progress, Build relationship, Foster recognition, master moments and leverage strengths. Every block will lead to improvement of the work engagement when placed in the right place or else it leads to disengagement. These blocks help managers to make sure the employees achieve the goal with maximum performance. Employees' learning paths and relationships within the organization help employees to advance in their careers. Foster recognition is authentic recognition which is very important for the benefit given to the employees. This helps the employees to create an environment for strong motivation and engagement. Master moments are a few moments of the meetings done where engaging conversions, Power that transform interruptions into touch points which can be points of improvement of the organization. Every employee should be aware of their strengths and weakness. If not recognized by the employee, the reporting managers should be able identify and encourage the employees. All such strategies should be associated with positive energy. Employee would leave the workplace enriched with knowledge and profound wellbeing which would lead to employee maximum engagement. (Perumal, 2021).The engagement model suggested by Dravid Zinger also suggest a model which can lead to disturbance in the employee engagement and management of an organization, which is also known as broken engagement.

The third model of reference is the Job demand – Resource model which was introduced in 2006 by the researchers Arnold Bakker and Evangelia Demerouti-R works with the energies associated with the employees in various sections which can either exhaust or encourage an employee to be actively engaged. The Burnout energies would exhaust whereas the work engagement energy would engage and bring out better productivity for the organization. Here work engagement is a positive, content state of mind categorized by vigor, dedication, and absorption. Vigor is a high level of energy and mental resilience which helps the employee to invest the right positive effort in one's work and gives out energy to have the persistence to face difficulties and yet be involved positively in the work. Dedication is the strong involvement of the employee in the work assigned with enthusiasm. Dedication is also where the employee experiences a sense of significance and challenge during work which helps him be dedicated. Absorption is the way an employee works with the assigned work and is engaged fully in such a way that he loses the sense of time. The three factors are very important for any employee to be engaged and involved in the work and be motivated in every phase of work. Another side of positive work engagement is the burnout situation where an employee faces low level of energy and poor identification with one's work. Managers and organizations should be vigilant that the employee does not get into this burnout situation which may lead to disengagement of the employee. (Bakker, 2004).

The fourth model of reference for understanding the factors that must be considered for the improvement of the employee engagement is the Aon Hewitt Engagement model which was introduced by Aon Hewitt in 2015. This model introduces a new

concept of engagement drivers. The model introduces the engagement drivers along with engagement outcomes and business outcomes. Work experience of an employee in an organization depends on the drivers like the brand of the organization which involves the corporate responsibility, leadership of the organization which involves the leadership hierarchy of the organization. Employee performance in an organization depends on the various systems planned by the management of the organization for employee growth. The career opportunities, learning and development programs help the employee to grow in their career. Performance management and people management helps the employee to be motivated in any organization. The reward and recognition of the employees keep them inspired in their work environment. All the engagement drivers help the organization to have engagement outcomes for the employee to “say” where they can communicate freely for their growth, “Stay” where the employees retain in the organizations “Strive” where the employees Strive for betterment and improvement of the employees in their work. All these outcomes of the engagement bring out business outcomes like talent of the employees, operational success, customer satisfaction and financial improvement. (Perumal, 2021).

Next model of employee engagement is the Blessing white published this model in 2011 after detailed research and data collection of over 30000 employees. This model is also called the Blessing X model for employee engagement. This model highlights the different types of employees in an organization and how they can be molded to achieve productivity work for the organization and how they can be motivated to strive in a positive work environment. Aligning the employees’ values, goals and aspirations with that of the organization is the best way to make sure employees can be engaged and give the right productivity for the organization. Full employee engagement helps the organization to align to maximum job commitment with maximum job satisfaction. The employees who are fully engaged are the most satisfaction thus leading to success of the organization’s employees who are almost engaged can be trained for maximum engagement. This model gives ideas to the employees on which the organization must invest for better work engagement. This group of employees is great performers and is highly satisfied with their job. The honeymooners and Hamsters who are low contributors but highly satisfied employees. They are new to the organization and yet to find their way to contribute to the organization. Hamsters are hardworking employees, but they are spinning wheels who still are concentrating on the non-essential works leading to the little success of the organization’s Crash and burners are one who contribute high but have low satisfaction with disillusioned and are potentially exhausted. This group of employees is ones who give great productivity, but they lack work balance due to which they lack success and satisfaction. There is a possibility that they drop down to the disengaged group which is the low contributing and low engaged group. This group is very much disconnected from the organizational priorities and often feels underutilized. They are not clear about what they need from their work. They are skeptical and can indulge in negativity very soon. The training of the employees depends on the category of employee. The work engagement of the employee can be achieved through training for the group who are almost engaged (BlessingWhite, 2013).

The Deloitte model was developed and popularized by Deloitte Touche Tohmatsu Limited which is one of the big accounting firms. A company with around 330,000 employees after a lot of research has developed a model for making sure better work engagement for the employees. The company which has been striving to make the employees work environment “irresistible” developed a model with 5 elements that can make sure work engagement for the employees is achieved. From two years research invested by the company this model was developed by focusing on simplicity. Meaningful work depends on the small, empowered teams and the way the employee fits to the teams positively. The hand on management depends on the clear transparent goals set by the organization and the appropriate coaching given by the managers to the employees to achieve these goals. This is the investment made by the administration of the organization. A positive work environment depends on the flexible work environment for the employees. It’s important to have a humanistic workplace which makes sure there is a culture of recognition for all employees. All these factors make sure there is a diverse work environment culture for the employee's growth. The successful work environment depends on trust the employee has on the leadership which in turn depends on the mission and purpose of the organization which should be transparent and honest which leads to inspiration for the employees to strive for success. All the above factors help in the betterment of employee engagement. (insights, 2015)

Next is the Katherine Esty and Mindy Gewirtz employee engagement model. The research done in 2008 revealed that 54 % of the employees are not engaged and 17% are disengaged and only 29% are engaged. This reveals that many measures must be taken to improve employee engagement. This model lays out a road map of all the factors that have to be focused on for creating a great work culture which can improve motivation of the employees and in return improve employee engagement.

Encouraging work culture and positive work environment Different ways for this improvement are to have regular feedback sessions of the employee and manager for mutual growth. The employees should have utmost trust in the leadership of the organization for the growth of the employee. Career path in an organization helps employees to have a positive career development in an organization. Employees get motivated by the work culture to understand their role of success and share valuable inputs in the decision making of the organization's major decisions. The above factors improve the culture of engagement and thus improve the employee engagement which gives an outcome of enhanced organizational performance, Increased productivity, greater financial success and mainly retention of valued employees. This engagement model helps in improving the employee engagement in an organization by improving the work environment positively (Perumal, 2021).

Meyers management models introduced on August 23rd, 2021, explains various factors involved in improvement of employee engagement. Key factors that keep employees and the organization connected and make sure they are motivated towards success. The 10 factors in the house of management for good employee engagement. These factors are arranged in a house at different levels. The lower level is the leadership of the organization which is the most trusted level of the organization. The second level is activities, feedback, and empowerment factors. Third level is composition, Decision making and communities. The top level of the house is arranged with factors, strategies, and mission. The whole of the factors is categorized into three parts i.e. direction, team, and task. Every factor is interlinked with each other. For example, regular feedback sessions with the leadership make sure the employees are committed to the organization's decision making which helps in the growth of the organization. Every factor in the house is linked with the direction the managers make sure the employees take for their growth and the support team that helps them with the right training and learning systems. This makes sure the task given is achieved. All the three factors are interred directional and inter linked. Every factor gives positive results when followed positively. (Perumal, 2021).

Thomas Engage was developed by Mark Slaski at the University of Hertfordshire in 2009. Research and Development done by Slaski in psycho-social theory of workplace engagement. Positive experience resulting from the relationships of an employee along with rewards help in better work engagement. There are seven areas of engagement measured for good work engagement. The seven factors are Voice which is communication where ideas and opinions are respected, Togetherness which is the relationship of the team members which strive them to work together to achieve success in organization. Challenges keep the employees motivated within the organization; Freedom helps the employees to be flexible in the work and to make right decisions. Clarity directs the employees towards the goals and purpose of the organization. Recognition is the praise and appreciation that the employee gets from the coworkers and the peer managers. The last area is growth where employees are directed to the opportunities to development in an organizational these seven factors can be condensed into three areas that is Role, Reward and Relationship. Combining these makes sure betterment in the work environment. (Vandana, 2021).

Schmidt model was developed in 2004 to attract and retain people in the organization by making sure they fit in the organization. This model focuses on the business and the factors that affect the business. These factors involve the recruitment of the right people with the right expertise and competencies which can make the work environment competitive and inspiring. This makes the people more committed towards the work and strive for the right result. The pyramid starts from recruiting the right people first and then making sure the organization supports them with the right training. These employees maintain wellbeing in the workplace and thus improve employee engagement which in turn increases organizational performance. It's a model which concentrates on the emotional needs of the employee in an organization. Above 10 employee engagement models help the manager to understand the various factors effecting and the various strategies used by the researchers that can be adapted in the improvement of the employees. (Vandana, 2021)

3. Objectives

This paper tries to understand the transformation and adaptation of the engagement models by the organization and tries to bring of the impact of the managers and their skills that helps the organization to bring out new strategies and policies for improvement of the employee engagement.

4. Research Methodology:

The data has been adapted from various journals and articles as secondary data. The strategies and comparative study of practices adapted by various organizations have been collected from various company reports and respective journals.

5. Implementation of the engagement models in top IT companies:

The usage of the engagement models depends on the requirement of the employees of the organization. All organizations' requirements for employee engagement are unique and this can be found out by surveys and interviews. For example, Zinger model focuses on providing the right motivation to employees so they will eagerly give more to customers. Deloitte models focus on the company culture, providing various benefits in multiple fields, not just the emotional one. Gallup model shows that improving employee engagement isn't the HR division's job alone but rather a collaborative effort between managers, leaders, and HR members. This model focuses on whether the employee can do their job and whether their emotions at the time impact that performance. (Team, 24)

5.1 Google:

Google, which tops the list of higher employee engagement companies uses a unique "Project Oxygen" which is an effective engagement model. For this model, key behaviors of the best managers have been identified through data that was collected by employee surveys and performance evaluations. This model emphasizes the managerial aspects of the employee like being a good coach, empowering employees and fostering innovation. Management of Google significantly improved the engagement and productivity by implementing the above behaviors in their management approach. (Ganesh, 2023). Another employee engagement system called GRAD was introduced in May 2022 which is a new and revamped employee engagement performance management system. This is an abbreviation of Googler review and development. This system focuses on employee development, learning and progression throughout the year. The new system also includes career progression, regular feedback, and promotions. GRAD has regular feedback and check-ins that help employees to be aligned to work priorities and expectations throughout the year. Promotions occur twice a year as per the GRAD system. The GRAD system also has a powerful impact on the employees' wellbeing and work life balance. Combining supporting HR practices such as pay, and career progression is aimed at helping Google to provide an environment for employees to build and grow their careers. Google with its employee centered environment helps employees to achieve company goals along with their personal goals with drive positive employee engagement and experience. This shows Google's commitment to people development and being great place to work at as per Forbes. (Mugabe, 2022)

5.2 Microsoft:

Microsoft has successfully implemented Gallup's Q12 model. This model focuses on 12 key questions that measure engagement. Microsoft uses questions to continuously assess and improve engagement and engagement levels, ensuring employees are aligned with the company's goals and mission. (Team, 24). This model mainly concentrates on the employee and managers relationship. This model creates an environment of trust and support that enables managers and employees to get the most out of the top level, personal growth. These levels provide a road map for managers to motivate and develop their team members and improve team members' performance, with each level building on the previous level. The levels don't represent phases. Managers do not finish level one and then move on to level two. They must ensure that employees' needs are met on level one first, then continue to deliver on that while meeting their needs on the second, third and fourth levels. Without meeting basic needs, the other levels will not follow suit. True employee growth begins when they have good coaching conversations with their manager, who knows how to ask the right questions. (Gallup's Employee Engagement Survey: Ask the Right Questions With the Q12® Survey, n.d.)

5.3 Deloitte

In this organization the employee – work contract change has given rise to various strategies for employee engagement. After two years of research and discussions with many clients and by understanding the needs of employee and management a unique model of employee engagement has been introduced and this one is the Deloitte employee engagement model which gives an outlook to the five engagement drivers i.e. meaningful work, Hands on management, Positive work environment,

growth opportunity and trust in leadership. This model has all the factors that must be taken care of by the management for the improvement of employee engagement.



The model has around 20 factors which fit a whole system of engagement in an organization which in turn holds together the organization culture. This model helps the managers to observe the employees in these 20 factors and assess their work and give their feedback on their work. (insights, 2015)

5.4 Apple

Apple is a great visible example for a fully engaged company. Apple, in a real sense is the pioneer of the 360-degree engagement which emphasizes the connection between passionate employees and business profitability. Apple attitude has a lasting impact on its employees. Communication plays an important role in creating loyalty within the employees and this communication is so transparent that the employees can raise issues directly to the upper management by posting on internal human resources website. Apple management has implemented employee engagement strategies based on the drivers which would benefit its employees by making them feel competent, confident, and respected. The organization strategies reflected the integrated concept of communication, leadership, training, rewards and recognition, technology, and measurement. An employee ambassador team which is annually elected by the staff peers is involved with corporate in the creation of internal employee communication and generally ensuring that company core values are practices. Company managers are trained to handwrite congratulatory notes and each month there is a management discussion where many employees are randomly selected to participate and debrief their opinions. There is a use of engagement index for the employees which is correlated when there is a positive change in the employee engagement and performance. (Ng, 2011). All the employee engagement models implemented in the IT organizations can make a positive impact only if the managers are aligned to it. Managers play a very important role in bringing out this change. Gallup found that managers account for 70% of variation in employee engagement. According to a survey studied by DDI in 2019, it's been found that 57% of employees had left the job because of a manager. 14% had gone so far as to leave multiple employers for that reason. Having the right skill is very important to be a manager. In a survey it shows that only 18% of the managers have the right skill which is needed for right leadership.

Managers should have an outlook on understanding when engaged employees are slowly getting disengaged before the problem becomes large. To make any engagement model a success, managers should have skills like (Shenton, 2022)

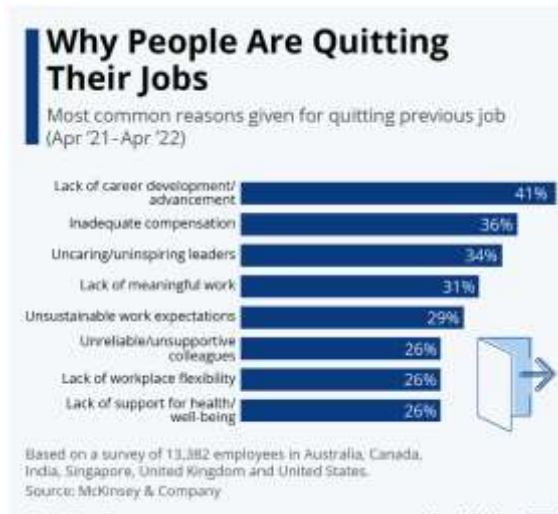
1. Ability to set expectations early on.
2. Encourage behavior changes for personal development.
3. Communicate consistently.
4. Recognition for employee accomplishments which has great influence on employee engagement.
5. Manager can identify the super performers.
6. Encouraging personal autonomy.
7. Make time for feedback.
8. Ability to report the great performance of the team to the upper management.
9. Safeguard employee wellbeing.

Managers are the first line of defense in an employee recognition program, and they are the one working closely with the employees individually and they are the ones who have the right feedback of the progress and performance of the employees on daily basis. Regarding engagement, another study found that employees supervised by skilled and engaged managers are 60% more likely to be highly engaged themselves. (Betterworks, 2022). Positive manager – employee relationships in the office encourage productivity and collaboration among teams. When there’s mutual respect between a manager and employee, there is more willingness on both ends to offer support and perform well. Strong manager – employee relations can also reduce employee absenteeism and employee turnover. (Caramela, 2023).

Graphs and Diagrams:

Employee engagement models: (Perumal, 2021)

1.



(Carruthers, 2022)

1. Impact of manager’s leadership on employee engagement.



(Clemmer, 2023)

2. Impact of managers feedback on employees:



(McFeely, 2023)

6. Conclusions:

Managers with the help of the upper management and the employee engagement models used with the organization can help in improving the employee professional career. Managers – employee relationship should be able to foster employee engagement in an organization. Employees would be willing to be more engaged and involved with the organization only if they feel more as part of the organization and this can be attained if manager and employee have positive relationship and managers motivate the employees. This relationship can guarantee improvement in organization productivity. All these can be achieved by a great feedback system which concentrates on the improvement of the employee. Another strategy that helps is conflict resolution which helps employees to gain trust in the manager which depends on the judgement of the manager. Manager should be able to provide good career development programs for the professional growth of the employee. Motivation and inspiration given by the manager to the employee can encourage the employee to work hard to achieve the goals that are set. (Fountain, 2021)

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