Employee Engagement: What Organizations are Doing During the Pandemic

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Abstract

Employee engagement has been a key focus area by Indian Organizations during the pandemic. This research paper focuses on the origins of Employee Engagement theories and how Indian companies are navigating these employee engagement practices due to the pandemic. There have been studies in this regard and empirical evidence indicates that improvement in Employee Engagement directly correlates to improved productivity.

The authors in this paper, explore the details of the employee engagement and map the theoretical aspects to the various engagement practices undertaken by Indian companies during the pandemic. The research shows that organizations have been able to effectively manage the crisis by supporting the employee's infrastructure requirement and address their safety needs. However, there is little evidence by these organizations, rehauling their core fundamentals in the terms of employees Roles & Responsibilities and changes in organizational processes.

Keywords

Employee Engagement, COVID-19, Indian Companies.

1. Introduction

Human resource consultancy firms are positive that work engagement is the key to improve productivity. In this belief organizations now measure their employees' level of engagement, attempting to positively influence productivity, profitability, turnover and safety (Little and Little 2006). An engaged employee is happy & satisfied and has positive relationships with their environment resulting in enhanced productivity (Kaushik and Guleria 2020). So, it does mean that work engagement pays off and that, it is vital to understand what drives engagement (Bakker and Leiter 2010). There has been several sketchy definitions of Engagement and Disengagement in the past (Kahn 1990) and a variety of opinions exists as to how it can be measured and improved.

Incidentally there is also no universal definition of Employee Engagement and it is a construct that has been defined in various ways by Academia and by Practitioners in the Business. Employee Engagement is the key to raise productivity of the Employees and can be achieved through investing in their employees by the Organization and HR plays a vital role in enabling it (Ulrich 1997). Employee Engagement is not just moving from one task to another and executing them, but Employees also need to invest in their job psychologically, so that their productivity can be enhanced (Ulrich 1997). People have momentary attachment and detachment to the various roles that they perform (Goffman 1961) and that the intensity of the attachment and detachment varies. It indicated that engagement was fleeting, however in his work Kahn (1990) proposed that Employee Engagement was Psychological and more complex. There are roles at work place and people deploy themselves to varying degrees into these roles (Kahn 1990). These roles have boundaries and people bring in their psychological presence into these roles and also maintain the integrity of these role boundaries (Kahn 1990). As people draw more of themselves into these roles, they are more involved in the work, which results in better performances and these lead to more contentment within the individual as they perform their role tasks (Kahn 1990). Kahn's (1990), proposal was that people had various dimensions of themselves and in different conditions, people choose to use these dimensions for their specific role performances. Kahn (1990) defined Engagement as "The harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (Kahn 1990). If Engagement has to be seen at the one end of a continuum, then, at the opposite end is Disengagement. Disengagement is defined as "the uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances" (Kahn 1990).

These self-employments of energies are what researchers have referred to as effort (Hackman and Oldham 1976), Involvement (Lawler and Hall 1970), Flow (Csikszentmihalyi 1991), Mindfulness (Langer 1989), and Intrinsic Motivation (Deci 1975). At the same time, there were also several researchers who believed that the construct Engagement was old wine in a new bottle. Based on Kahn's descriptive study of human society, May et al (2004) conducted a study and found positive corelations between meaningfulness, safety & availability with engagement.

Engagement is not limited to how individuals feel or thinks about something at work, it is not just an attitude, but is how much an individual is involved in terms of being attentive and absorbed during his role execution at the workplace (Saks 2006). Job and Organization engagement are meaningfully different, while Organizational support or Procedural justice predicts Organizational Engagement, Job Characteristics predicts Job Engagement (Saks 2006). From the Burnout Literature, an alternative model of engagement was suggested, which explains that Engagement is the positive antithesis of Burnout; represented by energy, involvement & efficacy (Maslach et al 2001). Burnout on the other hand is quite the opposite and is the result of pressures at work, and is characterised by fatigue, scepticism and incompetency at work. (Maslach et al 2001). Maslach et al (2001) theorised that when one is burnt out, then the employee has the feeling of being stretched and thereby depleting one's internal resources (emotional and physical). When one is callous and detached feeling towards job activities, has a negative feeling towards the job itself then, these are characteristic of cynicism or depersonalization (Maslach et al 2001). When an individual feels a lack of achievement and has a feeling of incompetence and believes one is not productive at workplace then these are indicators of the absence of efficacy (Maslach et al 2001). The Antecedent of Lack of efficacy is the lack of availability of resources(personal and organizational resources), while for Exhaustion & Cynicism it is the presence of work overload & social conflict respectively (Maslach et al 2001). Though not large, there is a negative corelation between Burnout and Job-Satisfaction/Engagement which indicates that they are linked (Maslach et al 2001), Burnout has a negative influence on Job Performance which is seen in the form of absenteeism, turnover, lower productivity, negative impact on their colleagues and conflicts at workplace. Whenever there is a mismatch in the values between the employee and the employer in the form of Workload, Control, Reward, Community, Fairness & Values, then the level of engagement such as; energy, involvement and effectiveness of the employee is affected and goes down (Maslach and Leiter 1997). Maslach and Leiter (1997) formulated a model, that explained the fitment of the individual to the job role, where the greater the gap between the two indicated burnouts while the lesser the gap indicated engagement. Schaufeli and Bakker (2001) theorized that Engagement and Burnout cannot be perfectly negatively correlated and they are two distinct concepts to be measured separately. The state of mind identified by Vigour, Dedication and Absorption is Engagement (Schaufeli and Bakker, 2001).

Engagement continued to be thought about as a positive state of mind, and is expected to produce positive output and hence more productivity. Rothbard (2001), continued to believe that Engagement is psychological in nature, however he identified two components within it – Attention & Absorption: Where Attention is the Intellectual or the Cerebral involvement of oneself in the work role, Absorption is the level of concentration of the person on the role.

At a time when positive psychology was beginning to be the focus on employee motivation, its primary focus was to find ways to improve psychological factors to help the individual and the organization to thrive. This along with the importance of human capital in organizations brought about the emergence of Employee Engagement in the 21st Century (Schaufeli 2013). So, an engaged employee is psychologically vested then they would go beyond the call of duty and is much more than just being motivated. Mercer the HR consulting firm agrees that the engaged employees have a personal interest in the success of the firm and perform beyond the stated requirement of the job (Bakker and Leiter 2010). Hewitt another HR consulting firm is of the opinion that an engaged employee will Say positive things about the organization, will continue to stay within the organization and will Strive and go beyond their job description (Bakker and Leiter 2010). All of these are expected to deliver positive business outcomes such as increasing employee retention, reduction in absenteeism, improving employee wellness, improving organizational productivity, improved levels of safety, improvement in customer satisfaction and financial growth of the organization. A summary of the findings of all the recent theories of Employee Engagement is shown in Table 1.

Table 1 - Actions for Management based on theoretical understanding (Author's own Summary)

Author	Preceding Theories
1961 - Goffman	People have momentary attachment and detachment with various intensities in the roles they perform
1975 - Deci	Intrinsic motivation - doing of an activity for personal satisfaction than for any external rewards
1970 - Lawler & Hall	Job-Involvement was positively related to self-rated effort
1980 - Hackman & Oldham	Self employment of energies at work roles is called effort
1980 - Hackman & Oldham	Job Characteristics model - when the job generates three psychological states : 1) Personal Responsibility for the outcome, 2) Work is meaningful, 3) Effectiveness of ones Effort
1982 - Csikszentmihalyi	Flow - the experience of complete absorption in the present moment
1989 - Langer	Mindfulness - Ability to adapt to the current environment by improving Cognitive & Behavioral flexibility
Engagement Theories	
1990 - Kahn	People are physically, cognitively and emotionally involved when executing their work roles
1990 - Kahn	Disengagement is when Employees uncouple themselves rom their work roles
1997 - David Ulrich	Employee engagement can be achieved through investing in their employees
1997 David Ulrich	Employees need to invest in their job psychologically to enhance productivity
2001 - Maslach	Engagement is the positive anti-thesis of Burnout
2001 - Schaufeli & Bakker	The state of mind identified by Vigour, Dedication and Absorption is Engagement
2003 - May et all	found positive corelations between meaningfulness, safety & availability with engagement
2006 - Saks	Organizational Support & Procedural Justice predicts Organizational Engagement, Job Characteristics predicts Job Engagement
2011 - Leiter	Engaged employees conserve their own engagement through a process of job crafting.
Theory Summary	
Kahn	Meaningfulness influenced by Task Characteristics, Role Characteristics, Work Interactions. Safety influenced by Interpersonal Relationship, Group & InterGroup Dynamics, Management Style & Process, Organizational Norms Availability influenced by Physical energies, Emotional Energies, Levels & Status and Outside Life
David Ulrich	HR needs to be a Business Partner, Agent of Change, Champion for Employees, Expert at Administration
Maslach	Engagement represented by low negative scores on exhaustion, cynicism, and professional inefficacy
Schaufeli & Bakker	Vigour, Dedication & Absorption
Saks	Organizational Support & Procedural Justice and Job Characteristics.

1.1 Objectives

Employee Engagement is a major challenge during the pandemic as employees are working remotely especially in the IT sector in India. The purpose of this research is to see what kind of employee engagements are being done across organizations during the pandemic.

The two questions that are being addressed in this research are:

- As employees have moved their work location from their primary office locations during the lockdown, what are the key areas of employee engagement activities, that organizations in India are focussed on?
- What are the new areas and are there any missing activities by the Organizations towards Employee Engagement?

2. Literature Review

Due to the current Lockdown triggered by the Pandemic, Employees are predominantly working remotely from their homes and they do not have opportunities to work in physical proximity. As employees operate from remote locations, the workplace engagement activities are limited which leads to diminished Engagement levels and this results in Stress, Anxiety and Loneliness (Singh P 2020). An exceptionally engaged employee will consistently surpass the previous levels of performance standards (Bedarkar and Pandita 2014). Employers are hence forced to identify ways to keep the Employee Engaged so that the productivity is not diminished and improved. Organizations are using human resources to come out with various methods to improve Employee utilization and Productivity.

Since the work environment has shifted to employees' homes, the employer needs to ensure that they are also secure, safe, healthy and they stay connected and engaged with the organization. Needless to say, Employers have a responsibility for their employees and their work environment. Staying at home during a pandemic like Covid19 has an adverse impact on the Employees Mental health as well (Hamouche 2020). Some of these factors that impact Employee mental health includes Social Stigma, Job Insecurity, Financial Losses, Risk of catching the Contagion and also Infobesity which is the abundance of information. Human Resource management across organizations have been striving to identify mitigating factors to overcome these challenges. According to Chanana and Sangeeta (2020) Employers need to stay focussed on their core values and it ensures employee engagement. They continue that, the support extended to the employees needs to be explicit and keep the communication channels open. Part of the open communication is to seek employee feedback as it would help the employee to course correct themselves. The key in such situations is to alleviate employee anxiety and stress by remaining to be committed to the employment of the employee. This is critical for employees to remain engaged with the employer. As per Madan (2020) The Central & State Government in India had given out several guidance and orders to contain the spread of the virus to Organizations and general public. Some of them included providing a safe place to work for the employees (Even if they are working remotely) and reimbursement of the employee expenses as they work from home. Employers are also to provide information in the form of directives and trainings regarding workers' health & safety. An emergency response team to address any untoward issues had to be setup.

In summary Employers need to look after their Employees during these trying times and Human Resource Management plays a very important role. As the decisions taken during the pandemic could have an adverse impact on the livelihood of the workforce, it is important for the HR to bring the humane back to the corporations. (Jaisinghani 2020). Looming on the employee's mind would primarily be how to survive and sustain during this epidemic and also how to remain safe during these times.

By July 2020, one third of the global population was under lockdown which was a measure taken by several governments, to avoid the spread of the virus (Kaplan 2020). There were various levels of lockdowns, such as locking down the borders, shutting down schools & colleges, restrictions on travelling within a country etc. Due to the Lockdown Employees are predominantly working remotely from their homes and they do not have opportunities to work in physical proximity. Traditional work locations were locked down and employees are confined to their homes. In the past, employers would not accommodate an employee to work from home unless there was a crisis, especially in countries such as India. It might have been due to several reasons and predominantly it could be because there was a lack of acceptable infrastructure at home; such as availability of a reliable Home Internet, a private office space at home etc. In the past, much of this infrastructure was the responsibility of the Employee. On the other hand, there are Employer obligations as well and Singh (2020) has theorised that there are repercussions of working from home which needs to be overcome by the employers; The repercussions include - Lower engagement levels due to monotony of work, learning slump as employees come across less of new work challenges, Lack of Cross-functional collaboration

as other members are not readily available and all of these leading to a dearth of creativity and Productivity. Since there was little option during the pandemic, organizations allowed or rather were compelled to let their employees, to work from home as much as possible. One of the challenges that both the employer and employee faced under such circumstances is to replicate the Office environment and emulate it at home. The key amongst these was Employee Engagement; and Employers are finding ways to keep the Employee Engaged so that the productivity is not diminished and continues to improve. Organizations are using human resources to come out with various methods to improve Employee utilization and Productivity. To keep the employees engaged, Chanana and Sangeeta (2020) recommends employers to fashion an ergonomically healthy workspace as best as they can for their staff's home office.

While working from home could have distractions, it is important to have a **defined work routine** which the employees can adhere to (Chanana and Sangeeta 2020). These routines are to create soft boundaries between the home chores and office activities as organizations understand that there could be employee commitments for their home as well. It could lead to situations that the work timings may not be as rigid as it was when employees would work in an office and their availability might be spread across different times of the day. Providing such flexibility to the employees while working from home for extended periods would help the employees balance between work and home activities. While being online during office hours seems to indicate that the employer is quite rigid, it is also important for the employees to know that, there might be organizational requirements and the employer's need to know when an employee is available for work (Anand, 2020). **Being online at specific times** during the day would be important as that gives the employers enough insight as to when the employee is available or not. In summary working from home does not mean there is a no-rule workspace and that all the rules that were defined at office need not be followed (Bharadwaj 2020). At Cars24, employees are encouraged to have more of video time with each other and they have come up with programs such a "Flaunt your Desk", "Share a picture with your Pet", "Selfies with your family", "Know your Employer", "Virtual Karaoke Challenges", "Flaunt your Cooking", "Share your Reading", "Sharing wellbeing tips", etc. which helps employees know each other. These are opportunities for Leaders too and they should lead by example to ensure that their workspace is kept "business like" while they too "Flaunt their Desk". Such programs by the employers have helped them to structure the No-Rule workspace and work timings to a soft rule-based workspace and without invading the privacy of the Employees. Such programs also help the employees stay connected with the organization and the human resources management achieve its objective of keeping the employees engaged to the organization.

When employees come into an office to work, there are opportunities for them to be social with each other. The absence of the **social connect** has to be compensated by the employer by making opportunities for the employee to interact with one another. Employers setting up fun activities online which otherwise would have been held at office could be a huge stress buster (Chanana and Sangeeta 2020). It has been noticed that bonds are forged if the employees are in physical proximity of each other. To compensate that, the Employers are encouraged to use technology and resort to video conferences (Anand 2020). Video Conferences are also a good substitute for the much-needed social interaction and needs to be encouraged by the Employers (Fallon 2020).

 Appreciating employees explicitly becomes even more important in the absence of physical connect (Anand 2020). While at office appreciation could have been done through various means which would include a pat on the back etc. However, working remotely, warrants appreciation to be done explicitly as that would be the only means to let the employee know what the employers are feeling.

Confining themselves to their homes, it is important for the Employers to encourage their employees to practice **well-being practices** (Talukar et al 2020, Talukar and Chanana and Sangeeta). This also helps employers to increase employee's availability and reduce absenteeism and improve their productivity. As discussed earlier, the Pandemic situation would cause Stress amongst employees. Employers need to constantly engage with the employees to ensure that the employees alleviate their distress and Anxiety (Goswami 2020). It was also observed by Goswami (2020) in a study within the manufacturing sector, that they have been supporting the wellness of the extended workforce for basic sustenance, thereby reducing the stress levels of their partners as well. These organizations have supported their extended workforce with food, accommodation and hygiene supplies.

It has become quite evident that Employers would be best positioned, if they **invest in technology** to overcome the lack of proximity. These technologies should be focussed on communication tools that would enable instant messaging & video conferencing. Having the right tool in place for the specific work they do is critical and the employers need to understand that one size would not fit all.

Having **multiple ways to connect to the employees** becomes important as that not only reduces the disruptions to the business but also provides the employers different ways to keep the employees engaged (Fallon 2020). When the employees are working remotely, it is only natural for the employers to try and keep a tab on the Employees constantly. While the need to understand and monitor the work being done can't be overstated, it is important that the Employers do not resort to micromanaging their employees and instead should resort to a high trust culture (Fallon 2020). Stratefix (2020) suggests some unique methods to connect with the employees during these lockdown period. It includes, Weekly Alignment sessions, Lunch routines where employees join for a virtual lunch, 5M catchup which is used by employees in all team meetings for non-official conversations, Sharing Online content with each other in official forums, to ensure employees are attentive by sharing with each other an Aha-Apology-Appreciation moment, Unique communication exercises where employees share their ideas to another who then would write them up etc. To improve the Mental wellness of their employees, organizations such as ITC Hotels continue to maintain a personal connect with their employees (Hasan 2020). The Importance of constant communication with Employees can't be understated. To ensure transparency, Capgemini's leadership regularly communicates with their staff and appraises them of all policy decisions and changes (Nair 2020). Capgemini treats the lockdown like a virtual challenge much like the Big Boss Reality show, and keeps their employees communicated and challenged constantly. They provide virtual challenges and games for their employees to complete which brings in a sense of belonging for the employees as well.

Table 2 - Actions taken by Organizations during Pandemic (Author's own summary)

GOI	Corporate Guidance
Government of India	Information-Instructions-training, Plan for Emergencies, Promoting Video Conferances for meeting, Formulating ERT.
Corporates	Actions taken by Corporates
CEAT	Employees and their families remotely trained by certified fitness trainers
Capgemini	Constant Communication thru Video, Social Network in Virtual Communities, Counselling Services, Guidance for exercise & meditation
Cars24	Raise Sense of belonginingness by sharing personal information, know about their leaders, mental fitness online classes, hidden talent shows, online group challenges
Amway	Routine Increments, Promotions and Recognitions as per previous plans. Medical plans to cover Covid-19 and Webinars to learn new skills.
Hindustan Coca Cola Beverages	Online wellness sessions for employee's colleagues and their family members
McDonald	Classroom training modules converted creatively to digital which employees can access on their phones
ITC Hotels	To promote self-learning, employees are provided with an e-learning platform
Clix Capital	Learning Platform with live e-sessions
Amazon, Facebook, Walmart, Reliance, PepsiCo, and **Paytm**	Continuing to Hire, Providing Financial Aids, Bonuses
Shree Ramkrishna Exports	Paying full salaries for Contract workers as well
Panasonic	Focus on Employee Welness and in touch with all their employees
itel	Internal Engagement campaigns to improve mental health
Amdocs	Set up an additional layer for open channel communication
Summary of Corporate Actions	
Mental & Physical Fitness	
Employee Connect with Constant Communication	
Showcasing Employee Hidden Talent	
Sharing & Caring	
Training & Learning through Virtual Platforms	
Business as Usual - Hire, Increments, Promotions & Recognitions	
Leadership Support & Demonstrated Actions	

Learning is also one of the key factors to keep employees engaged and during the lockdown, this could be achieved by **Remote Learning**. Reassuring the employees that the organization is invested in their development and a key priority for the Employer even during the pandemic is critical for employee engagement (Dutta 2020). Development of the employees would mean the employer will have to ensure that the employee is reskilled and upskilled for the skills of tomorrow. Conventional face to face trainings would not be possible and the employers will have to be creative to come up with self-paced trainings for their employees. Employers too will have to get themselves trained on how to handle employees effectively under these situations and need to focus on providing the employees enough content for their self-development (Goswami 2020). A wellness focussed channel was launched by Clix Capital's L&D team (Hasan 2020). Hasan (2020) also explains that Hindustan Coco Cola Beverages also includes the family members in their online programs and they are focussed on improving the family's mental and physical health. Organizations such as Genpact, Deloitte & AMD have created initiatives to keep the employee's children engaged at home for a few hours (Sarkar 2020). A case study of Brunswick a Marine Engineering firm, indicates that they have gone the extra mile by providing a counselling hotline for employee assistance, Reimbursement of medical expenses and advance salary for effected employees (Metts 2020).

There are several organizations that are standing with their employees during this crisis. Organizations such as Amazon, Facebook, Walmart, Reliance, PepsiCo, and Paytm are standing with their employees and continue to hire, providing them with adequate financial support and focus on employee **Safety** (Hasan 2020). Some companies such as Amway, continue with increments, promotions & recognitions as per the earlier plan and have not allowed the pandemic to disrupt their human resource process. To Support their organization and tide over the pandemic, the CEO of Marriott and Paytm founder are refusing to take their salaries in the interim period.

3. Results and Discussion

The attempt here is to identify the organization's behaviour during the pandemic crisis towards employee engagement. The authors developed a conceptual framework, by understanding the grounded theory and the general practices within the organizations.

While the data extracted from the various secondary sources like blogs were limited and could be termed as anecdotal, there were evidences that there is an existing trend in the nature of actions being taken by the Employers during the pandemic to engage with the employees. In Table 3 the authors have mapped the actions taken by the Corporates towards the theoretical aspects of Employee Engagement.

Table 3 - Mapping of Corporate actions to Factors that drive Engagement (Author's own model)

Summary of Corporate Actions	Theory Summary		Findings - Engagement Mapped to
Mental & Physical Fitness	*Kahn*	*Meaningfulness of work which is impacted by Task & Role Characteristics and Interactions at Work.*	*No Evidence*
Employee Connect with Constant Communication		*Psychological Safety driven by Relationships at workplace, Management Style & Process and the norms within the Organization*	*Management Style & Processes*
Showcasing Employee Hidden Talent			
Sharing & Caring		*Availability influenced by Physical & Emotional Energies, Levels & Status and Outside Life*	*Physical Energies, Emotional Energies, Outside Life*
Training & Learning through Virtual Platforms	*David Ulrich*	*HR needs to be a Business Partner, Agent of Change, Champion for Employees, Expert at Administration*	*Change Agent, Employee Champion*
Business as Usual - Hire, Increments, Promotions & Recognitions	*Maslach*	*Engagement represented by low negative scores on exhaustion, cynicism, and professional inefficacy*	*Low Levels of Professional Inefficacy*
Leadership Support & Demonstrated Actions	*Schaufeli & Bakker*	*Vigour, Dedication & Absorption*	*No Evidence*
	Saks	*Organizational Support & Procedural Justice and Job Characteristics.*	*Organizational Support*

There are evidences where **leadership** has been working towards instilling the feeling of **safety** at both the psychological and physical level within the employees. They have been not only one way communication on behalf of the organization but also have been working towards creating virtual platforms for the employees to share their deepest of concerns during the pandemic. From a process point of view there is an attempt on the part of the leadership

to identify creative ways to be in constant touch with the employees. Organizations have understood that virtual teams are the way forward and have embraced it quickly by substituting all physical working environment with remote working styles. There are attempts being made to creatively replicate all physical working environment activities with virtual activities.

Organizations are also addressing the need for resources which are both tangible and intangible in nature. There are indicators that routine business activities such as Hiring, Promotions, Rewards and Increments are being addressed by the Corporates which would help employees to feel safe during the pandemic. Organizations have also extended their support in the form of financial aids, bonuses and advance salaries to both their direct and indirect staff. These indicates that the HR role of being the strategic partner is taken up seriously and that they continue to create & execute Employee focussed programs and are indeed being the change agents.

In the middle of the pandemic where employees are predominantly working from home environment, the outside life has a great influence on the employees mental & physical wellbeing. Employers is supporting them by providing them adequate information, responding to their physical emergencies and also by setting up task force as part of Emergency Response teams. Employers also seem to be considerate to the employee's family well-being and showing willingness to support them as well.

The major effort during the pandemic has been to help the Employees to improve their homework infrastructure. They are not only providing the employees with the necessary tools, but are also changing themselves to accommodate to these new ways of working.

What stands out is the noticeable lack of actions by the management towards the psychological needs of Meaningfulness and Safety. There is no evidence that the Task characteristics such as Job challenges, Job variety or Job creativity has been looked into and changed. There is also no evidence that the Role characteristics and Work interactions have gone thru any changes during the pandemic crisis. As the work environment has shifted from office location to home, the skill sets needed for the employees have changed. This could also be an opportunity for the employers to revisit the Task and the Role characteristics of the employee.

Could it be that employers continue to address only those issues, which can be addressed financially, in the form of technology, loans, aids etc and that the structural changes in the organization in the form of Roles & Responsibilities, Organization Structure, Cultural changes etc are not being looked into? Is it that the structureal changes are more difficult to address and employers are ignoring them? Would there be a long term impact of this in organizations?

Limitations

A limitation of this study is that, it does not test the current engagement levels of the employees and is restricted to only identify the methods deployed by the organizations to improve engagement. The outcome of their actions is not verified in this study.

Future Research

Two questions on Employee Engagement came up during this research which needs to be looked into further.

1) Are the Organization's activities towards employee engagement during the pandemic sustainable and will they continue after the pandemic? If not, will there be any adverse effect on employee engagement when these activities are discontinued? Which of these activities will continue and which shall be discontinued after the pandemic?

2) Are the Organization's Employee Engagement activities producing the desired effect in the form of productivity improvement, lower attrition etc during the pandemic? Which areas are seeing improvement and which are not?

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