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The Impact of Covid-19 on Employees Engagement

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Moetaz Soubjaki¹

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1- Management Department, School of Business, Jinan University, Lebanon

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Corresponding Author: Moetaz Soubjaki

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When the economy is in such bad shape, any of us who has a job is fortunate. Human resource managers and practitioners are concerned with whether employees are contributing to the organization's Strategy, goals, and priorities or not, as well as how to proceed with the recruiting and selection process, employee engagement, and training and development programs, as a consequence of the pandemic of Covid-19. Organizations all over the world are in a difficult situation; for the first time in history, the value of a barrel of oil dropped to less than zero on April 20, 2020; the only explanation for this is the ongoing global lockdown. The actual workplace has been transformed into a virtual workplace, and HR managers are now pondering how to effectively involve workers. The aim of this paper was to clarify how employee engagement affects organizational efficiency within Covid-19 pandemic and shed the light on all the factors and provide a set of managerial implications to the professionals.

Keywords: Covid-19, Employees Engagement, Organizational Efficiency, Managerial Implications.

Employee engagement may have decreased as a result of the ongoing coronavirus pandemic, which may have an impact on organizational effectiveness, but it's one of the most critical initiatives to bear in mind if you want to be competitive by successfully engaging workers at home. Human resource managers must demonstrate a new level of awareness to ensure that workers remain safe and committed. The most effective way to do this, is to develop a transparent contact, information sharing, and knowledge engagement activities. In the last decade, knowledge has surpassed property and fixed assets as a critical component in a competitive market environment. Employee engagement concerns have piqued the interest of both academia and business over the last two decades, as this definition is not only linked to organizational efficiency, but also to employee career advancement and the organization's long-term success. Employee involvement is critical to a company's growth and long-term viability. Several companies have realized that their most valuable commodity is their people, as they compete with both internal and external organizations in their fields.

The ability to share one's information with others is linked to knowledge sharing. Active contact, consultation with colleagues, exchange, and voluntary sharing are all things that employees want. Employees' intellectual capital would be underutilized within the team if information is not actively shared among them. When information is not communicated, not only individual performance suffers, but so does organizational performance. A knowledge-sharing culture enables a person to share his or her expertise with the team and, as a result, achieve success. Any aspect and operation in a business requires “people,” and a manager cannot accomplish his or her objectives if his or her subordinates lack the necessary experience, skills, and attitude.

Evidence

Employee engagement and loyalty, according to Vance (2006), have a direct and significant effect on an employee's job performance as well as business results.

Figure 1.1 depicts how employer practices impact employee engagement and loyalty to the company, as well as how employer practices affect an employee's job performance.

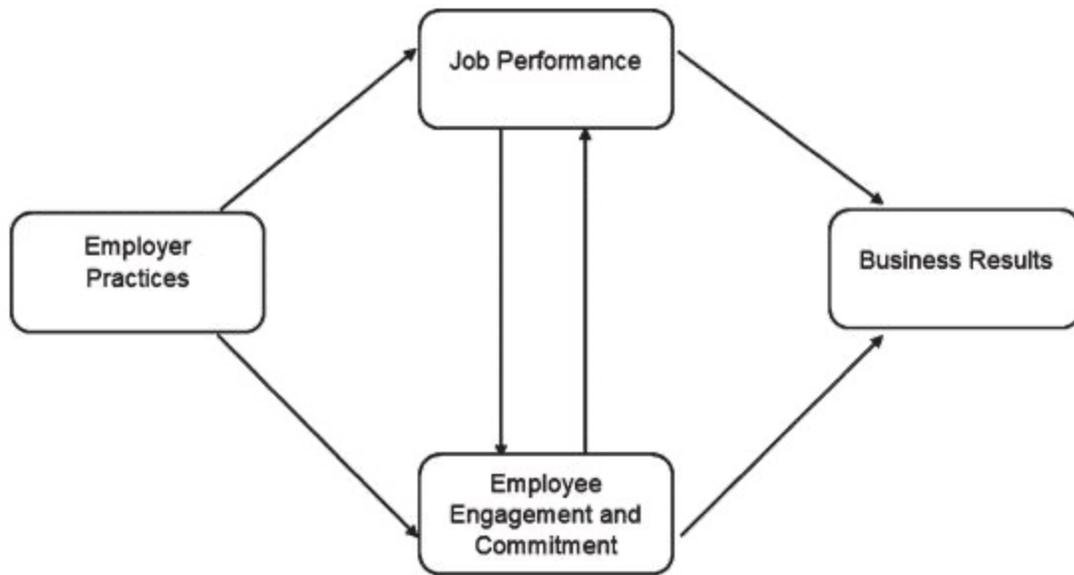


Figure 1.1 Employer Practices Ultimately Influence Business Results

Figure 1.2 depicts “DDI’s engagement value proposition,” which is made up of four parts: engagement drivers, work climate, engaged workers, and organizational performance. The engagement drivers concentrate on recruiting the right employee with the right qualifications for the job and providing workers with help through a good framework

and strategies. This dimension will lead to the creation of an engaging work atmosphere, which, once established, will shift the employee’s attitude and actions in a positive direction, resulting in increased employee loyalty, which will lead to organizational success.

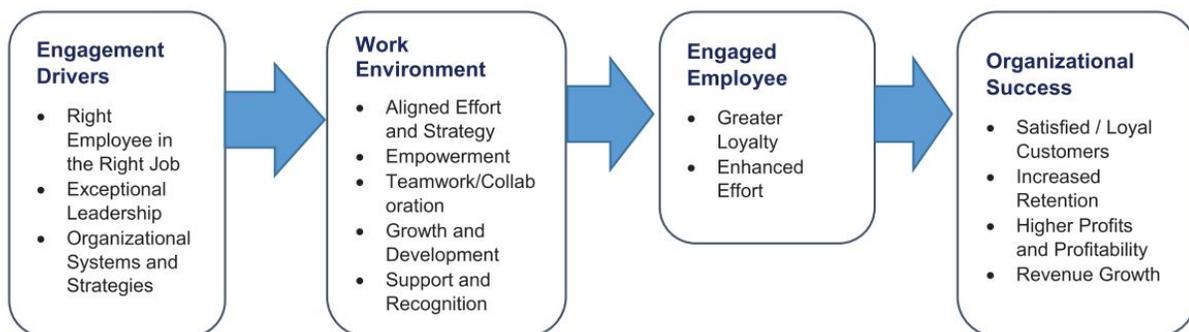


Fig. 1.2. DDI’s Engagement Value Proposition.

Employee engagement

Employee engagement is described as "the emotional, cognitive, and behavioral state of the employee, with a focus on the desired organizational outcome," according to Shuck and Wollard (2010). Employee engagement is described as a feature of a company's relationship with its employees. Employee participation, in other words, refers to employees' analytical and emotional involvement in the company. Furthermore, employee engagement is a precise description of the relationship that exists between workers and their employment. Increased employee engagement will reduce absenteeism, injuries, and attrition while also improving employee and organizational efficiency. There is a connection between employee engagement and direct measures of an organization's effectiveness, such as efficiency, quality, success, customer satisfaction, benefit, and development.

Employees who are engaged have a lot of enthusiasm and are enthusiastic about their jobs. Furthermore, they are often occupied with work, and time is of the essence. Leaders and managers all over the world have acknowledged that employee engagement is one of the most important factors that affects organizational success. Employee involvement extends beyond traditional

principles such as participation, organizational commitment, and work satisfaction. The use of social, cognitive, and behavioral resources in the workplace when working according to the organization's goals and objectives is included in the commitment.

Organizational performance

According to Kompas and Sridevi (2010), employee engagement has two aspects: exchanging knowledge with superiors and identifying vulnerabilities in employees that need commitment. Management's attention to employee happiness contributes to the organization's success. Managers and financial staff focus on financial considerations to produce the performance of an enterprise that processes sales and maintains earnings by calculating the financial benefits of project operations. Satisfaction and employee engagement, which are non-financial variables that play a key role in an organization's long-term commitment, are given less weight by researchers. Employee engagement is a critical indicator of a company's dedication to excellence. Employee behaviors must be recognized in order to compete and foster organizational profitability. According to researchers, companies must discuss

employee commitments and organizational success with them, as well as demonstrate their strategic planning ideas. “Thoughtful and consistent results, as well as employee involvement, will ensure that this investment pays off handsomely, benefiting our communities and stakeholders directly.”

Human issues are being overlooked, according to Hromei (2014), but it is now well understood that employee satisfaction contributes to improved efficiency, innovation, and a company's dedication to its goals. According to the report, management faces the challenge of enhancing the organization's efficiency due to a lack of understanding and willingness to understand non-financial human resource factors such as work climate balance and productivity. Another aspect that affects an organization's success is employee engagement. Employees at their workplace ensure that their company enjoys a major and measurable competitive advantage through their satisfaction and commitment. Employees who are more active with the organization's operations are more likely to stay on board and have lower absenteeism and turnover.

Many companies have prioritized employee well-being in the face of the current pandemic, and they have turned the workplace into a virtual workplace, often

known as work from home. This pandemic is posing new challenges for HR departments, especially in terms of recruitment and selection, training and growth, and layoffs due to low organizational productivity. One of the most difficult problems for HR practitioners is how to efficiently involve employees; in the current scenario, the Covid-19 pandemic is also affecting the organization's manufacturing processes and services (El-Chaarani, 2021; El-Chaarani et al., 2021). Organizations are now considering moving toward creativity to better serve their customers. Employees are assets to the company because they have expertise, skills, and abilities that can make a difference in the current competitive environment.

Pandemics are wreaking havoc on global economies, but they also provide new opportunities for businesses. Organizations must now consider how to take advantage of the opportunity. In the current scenario, knowledge sharing may be a viable option for keeping employees engaged. Employees exchanging information and organizations storing it in databases and visualizing it via an artificial intelligence framework could assist organizations in bringing creativity to their services and goods. Abukhait et al. (2018) recently concluded that information sharing activities have a significant and

beneficial effect on employee creative actions. Similarly, the researchers discovered an important and positive connection between employee creative actions and organizational innovation. As a result, this study concludes that information sharing within the company can generate a pool of new ideas, leading to product and service innovation. Employee engagement has a significant and positive effect on organizational performance, according to empirical findings from this report. Employee involvement has an important and beneficial effect on knowledge sharing, which has an influence on organizational success. Employee engagement and knowledge sharing can thus be the most effective means of addressing current HR issues and maintaining the organization's high performance.

Workers would be connected to their families, and there would be no psychological pressure from their employers, so remote work would be the future of an effective working environment, since employees would be connected to their families and there would be no psychological pressure from their bosses, thereby leading to high productivity. The remote workplace is also essential for higher education institutions; faculty and staff members can be

more efficient from home because they are not under as much psychological stress, and staff can be more versatile in their work activities. As a result, the HR department must take a leadership position within the organization; there is also a need to change the corporate culture; merely implementing an employee layoff policy would not save the company from bankruptcy, as the company will find it difficult to recruit talented workers after the pandemic. Both activities will contribute to company success sustainability during the current pandemic. The HR department can also concentrate on online recruiting and selection, training and development, and employee health and safety issues.

Conclusion, discussion and managerial implications

This paper looked at and analyzed employee engagement methods in relation to the company's performance within Covid-19. Employees must be given the opportunity to build an atmosphere that supports a committed professional life and encourages their work. Employees are a valuable resource for every business. Employees can become disengaged if they do not have enough space and time to balance work and pleasure at work.

Employees and organizations depend on one another to achieve their goals and objectives. As a result, employee engagement must become ingrained in corporate culture. Employee participation must be a continuous cycle of awareness, intervention, and change. As a result, today's companies must consciously look forward to achieving employee expectations; have an impact on employee success, which has a direct impact on the organization's performance. Similarly, knowledge sharing is a significant predictor of organizational success, according to this report, which found a positive connection between knowledge sharing and organizational performance.

In general, it is recommended that organizations take a more intensive organizational approach to increase employee engagement, ranging from the establishment of a board of engagement to training programs on responsiveness and employee participation. To reap the full benefits of employee engagement, we must work hard at all levels, including integrating employee engagement and client satisfaction into employee rewards and compensation plans.

Researchers should place a greater emphasis on employee involvement before implementing knowledge-sharing initiatives.

Employees who are engaged have a stronger sense of connection to their job and the business. Employee engagement techniques should be prioritized by higher educational institutions to make their workers more active (physically, emotionally, and cognitively), efficient, and imaginative in their work. Employees who are engaged are happier at work and in their personal lives than those who are not.

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