

IS EMPLOYEE GRATIFICATION THE SAME AS EMPLOYEE ENGAGEMENT? - AN IN-DEPTH THEORY PERSPECTIVE

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Abstract: Employees play a critical role in the smooth operation of a business. They aid in the development of a competitive advantage in an ever-increasingly competitive corporate environment. Human resources management aids in the achievement of an organization's goals by increasing employee engagement and Gratification. Regardless of the fact that perhaps these notions are extensively used for organizations, there's some ambiguity about their significance, which limits their relevance in the sector. Through a literature framework, this study intends to provide a thorough appraisal of employee engagement in order to investigate the similarity, disparities, and relation with one another.

Keywords: Employee Gratification, Employee Engagement, Productivity and Organization Performance

1 Introduction

Employees are a company's backbone, and they are essential to the achievement of its goals and smooth operation. For decades, businesses have struggled with unproductive staff and the loss of essential talent, resulting in stalled growth. With the introduction of global competition, Human resources in companies have turned their attention to inspiring employees through increased involvement and Gratification levels in boosting employee retention (Jose, 2012).

Employee engagement is defined as the process of building a conducive and pleasant work environment in order to motivate people to perform at their best by increasing their efficiency and general well-being (Kaliannan & Adjovu, 2015). Employees that are engaged feel more valued and are expected to give their all at workplace, with a commitment to attaining the organisation's objectives as well as the necessary drive to ensure organizational success. Employee engagement plan has proven being a viable tool for the growth and development of human resources, by contributing to improved productivity and efficiency, work Gratification, increased customer Gratification, and lower employee turnover (Kumar & Pansari, 2015).

Employee Gratification, on the other hand, refers to the level of contentment, happiness, or Gratification demonstrated by employees with regard to their jobs, regardless of whether they like their nature of work or job profile within the organisation (Almatrooshi et al., 2016). Employees who are more satisfied with their jobs are likely to work to their full potential, that results in a greater workplace productivity and future organizational effectiveness, whereas dissatisfied employees are far less likely to be engaged and optimistic about their jobs, which results in lower workplace efficiency and increased employee turnover. Hence the employee Gratification is identified as a vital component of success for any organization. Employee engagement and employee gratification are critical concepts for organizational success, but they are frequently used interchangeably due to their role in motivating employees. It has frequently been asked whether there is any difference in the meaning of the two measures. The consensus was divided between the concepts being similar and being related in some way (Robertson et al., 2012; Sinclair, 2020; Vorina et al., 2017). The various theoretical perspectives on employee engagement and gratification create confusion in the field of human resource management and its contribution to workforce productivity. As a result, there is a need to simplify this uncertainty and improve on both principles in order to work toward human resource well-being and long-term organizational performance. As a result, this research describes diverse approaches on employee engagement and employee gratification and conducts a critical evaluation of

theoretical knowledge in attempt to face the conflict in the scope and meaning of two terms.

2 Distinct Analysis Discussion

The organisation and the employee relationship has transformed in recent years of many dynamic factors such as market contest, technology advances, and the desire for more work-life balance. As a result, there has been a dramatic increase in interest in the concepts of employee engagement and employee Gratification, which are critical to the long-term functioning of organizations. Both concepts have distinct meanings and aid in the regulation of the workforce. The following discussion offers a synthesis of the literature on the two concepts, followed by a critical examination of theoretical perspectives on their similarities.

2.1 Employee Involvement

Employee turnover has increased in recent years as a result of changing requirements and aspirations (Aguenza & Som, 2018; Al Mamun & Hasan, 2017; Iqbal, 2010). Employee turnover is harmful to a company because it raises costs and causes large-scale changes in organizational functioning. Improving employee engagement is viewed as a critical contributor to lowering turnover rates. It allows them to express themselves cognitively, emotionally, and physically while performing various roles within the organisation. Employees with perceived engagement can direct their energies simultaneously as they are a combination of physical, cognitive, and emotional energies.

As the relationship between employee and organisation strengthens, it engaged employees tend to accept the organization's values and goals and work toward their potential contribution to the organization's functioning (CDC, 2018; Patro, 2013; Tzvetana & Ivaylo, 2017). It motivates employees to willingly exert efforts on behalf of the organisation and to maintain a strong relationship with the organisation. Thus, employee engagement tends to strengthen the bond between the employee and the organisation (Vallikat, 2021). Second, highly engaged employees are productive because they work actively to complete work on time (Chakraborty & Ganguly, 2019; Saad et al., 2018). It enables them seeing the larger picture and fosters a problem-solving mindset toward existing challenges, resulting in a positive work environment (S. L. Albrecht, 2010). Furthermore, employee engagement is a growth-oriented concept that enables organizations to assist employees in going far beyond prerequisites of their jobs (Neerja, 2019; Osborne & Hammoud, 2017). Engaged employees can contribute to the creation of an ingenious and constructive workplace with right leader (Saks & Gruman, 2011). The sense of belonging in the firm encourages them to participate actively in the job and work to create opportunities for improving organizational performance [69]. Furthermore, an engaged employee prioritizes both personal and professional development (Sengupta et al., 2017). This encourages them to be more committed to the organisation, which leads to increased productivity and loyalty (CDC, 2018). As a result, it contributes to a more productive, growth-oriented, actively participating, development-focused, and connected workforce, making it an important aspect of organizational success. Other important benefits offered by employee engagement include promotion of sustainable organizational growth and gaining competitive edge, create happy employees, increase employee retention, productivity of employees, create more advocacy towards organization, promote self-efficacy among employees, improve organizational performance, leads to successful organizational change, and earn bottom line profit (Robinson et al., 2004). It helps in harnessing intellectual capacity thus bringing in creativity and innovation at the workplace resulting in maximizing the returns on human capital investment (S. L. Albrecht, 2010).

With time idea of worker commitment has developed, yet at the same time, a portion of the hypotheses like William Kahn's hypothesis and David Humdinger are among the most applicable speculations of examining representative commitment importance and degree (CDC, 2018). William Kahn has been the individual who acquainted with the world with worker commitment idea and characterized it by and large as an idea zeroing in on intellectual, physical, and enthusiastic energies of a person towards work. Then again, David Humdinger's 2009 hypothesis centers on building commitment from the beginning the center necessities of a representative. Underscoring the necessities like prosperity or breathe life into energy, the hypothesis model up to joining organization, supporting execution, and accomplishing results. As these hypotheses in current authoritative practices helps in the execution of prosperity techniques, creating dynamic learning the board program, and studios for supporting upsides of staff, they are especially pertinent in the present work environment to build representative commitment and Gratification (Bin, 2016; Kahn & Fellows, 2013; Ukil, 2016).

2.2 Employee fulfillment

To hold key ability in a serious firm, supporting them and boosting their fulfillment is basic as it prompts trustworthiness and responsibility towards improving position execution (Stoyanova & Iliev, 2017). Worker fulfillment could be characterized as the positive or pleasurable feeling condition of representative from the evaluation of professional training (Sila & Sirok, 2018). It portrays whether representatives are fought, satisfying their need and wants at work, and are glad or not (Samantaray & Sahu, 2018).

Associations with the target of getting and keeping up with their norm will quite often zero in on boosting worker fulfillment. Appreciation and acknowledgment at work addresses representatives' necessities, making a fulfilled workforce (Chapman & White, 2019). The situation of having openings of professional and self-improvement will more often than not make probability of having vocation advancement and up gradation of range of abilities making a worker happier with his work (Aziri, 2011). Accessibility of good authority rehearses helps in supporting working of worker along these lines making a good and satisfying working experience, job security which causes them to feel esteemed, clearing their potential profession improvement way (Mansour & Hassan, 2018). Having an adaptable workplace also assists managers with assimilating trust and responsibility from the representatives prompting a superior balance between serious and fun activities. Such, fulfilled representatives increment usefulness at work (Norgate & Cooper, 2020). Further, the character of a representative for example presence of suitability, openness to experience, extraversion, and principles portrays that worker is associated with organization and content with the current work in this manner contributing towards having fulfilled representatives. In conclusion, presence of solid inward relationship with different workers and boss foster a positive cooperation based climate in this way cultivating support and shared regard to encourage work fulfillment (Reynolds, 2016). Consequently, presence of fulfilled worker makes amicable work air which creates a positive vibe and expanded working environment usefulness possibility (Abun & Magallanez, 2019).

Keeping representatives glad and fulfilled labor force brings about lower work turnover and higher worker retention (Al Mamun & Hasan, 2017; Irabor & Okolie, 2019; Robertson-Smith & Markwick, 2009). Retaining ability prompts better efficiency and is financially savvy for the association as includes investment funds in preparing new employees. It makes an amicable work culture by working in relationship or collaboration, which thus prompts higher working environment usefulness. Indeed, even presence of flexibility nature in fulfilled representatives helps them in gathering changing business prerequisites, taking an interest in learning and advancement programs for updating their abilities, conveyance quality work, having work better under tension and taking care of testing

circumstances helpfully. Further, fulfilled workers additionally lead to higher revenues and benefit opportunity for the organization alongside determining competitive advantage (Sageer et al., 2012).

The idea advanced in extension to be distinguished as multi-aspect perspective involving correspondence, incidental advantages, appreciation, associates, nature of work, work conditions, self-awareness, association, advancement openings, arrangements and strategy, oversight, security and acknowledgment angles (Sila & Sirok, 2018). Numerous scientists have characterized various speculations to clarify human fulfillment. Notwithstanding, among all hypotheses Maslow's Requirements Order hypothesis and Locke's Worth hypothesis are important for some most noticeable models. Maslow Need hypothesis is one of the main speculations in field of representative fulfillment which has expressed human requirements about enjoying as well as having a progressive pertinence put together necessities wherein based with respect to need and need a worker looks for their Gratification (Hassard et al., 2013). Locke model with beginning of hierarchical brain research zeroed in on understanding the point of view of a worker to decide individual's valuation interaction of various work perspectives. The hypothesis helps in improving on the comprehension of representative fulfillment idea (Oliver, 2020). Henceforth, the two hypotheses support associations in assessing worker fulfillment alongside giving a multi-dimensional viewpoint that is pertinent in the present complex business environment.

2.3 Critical assessment of the connection between employee commitment and fulfillment

Disregarding the advancement made in the ideas of worker commitment and fulfillment in scholarly world, the points of view on their significance, degree, and pertinence face tremendous deviation. Numerous analysts because of their commitment in authoritative execution recognized them as same concepts (Barden, 2017; Hurduzeu, 2015). However, some different scientists have expressed the two ideas as totally unique for example worker fulfillment is single direction road with center around wants and need of representatives (Chandani et al., 2016) while worker commitment is two-way road with awareness about both business and employee (Abun & Magallanez, 2019). Some different analysts examined about connection between the ideas, expressing that representative fulfillment contributes in expanding worker engagement (Jones, 2018; Shamaa et al., 2016; Yoerger et al., 2015). These distinctions in assessment add disarray and forestall idea lucidity, accordingly, underneath area basically assess various specialists' point of view to figure a hypothetical base to representative commitment and worker fulfillment.

2.3.1 Similarities in Employee Commitment and Gratification

Contribution in expanding worker working environment responsibility: The primary way of thinking on the ideas addresses their likenesses. Numerous specialists accept that representatives who are locked in and fulfilled at their positions are more dedicated to have working strategy planned such that it upholds Gratification of more extensive objectives and targets of association (S. Albrecht et al., 2018; Mazed et al., 2019) [70]. Author expressed that fulfilled or drew in representative's prompts responsibility towards acknowledgment of normal association objectives, then, at that point, associations ought to bring out techniques to expand worker fulfillment prompting worker engagement (Bhuvanaiah, 2014). Kazimoto made the data deduction more exact by expressing that high worker commitment through appropriate task of occupations prompts higher worker commitment which thus empower ascend in work environment usefulness and association execution (Kazimoto, 2016). In any case, despite the fact that representative commitment and fulfillment as distinguished by Bhuvanaiah and Kazimoto increment hierarchical responsibility, addressing commitment and fulfillment on same scale isn't correct.

Representative fulfillment is a piece of worker commitment wherein representatives' necessities or wants are satisfied however this doesn't ensure that they will work proficiently. Portion of work as talked about by Kazimoto however guarantee finishing of work yet it doesn't guarantee presence of eagerness to do it. Moreover, in (Zameer et al., 2018) author talked about that the two ideas are comparable concerning higher representative responsibility through quality administrations to customers. These angles bring about more prominent brand perceivability, buyer fulfillment, incomes and benefit for the organization guaranteeing ceaseless potential development foothold. However, being fulfilled and having responsibility towards work doesn't guarantee the presence of engagement (Chandani et al., 2016). A representative could be in a general sense content with the work and even help the working, yet it isn't required that individual will take assignments and work towards authoritative benefit by going additional mile. In this manner, representative fulfillment and worker commitment help in making labor force more dedicated however the two ideas are unique.

Support further developed Association Performance: One of the most widely recognized models dependent on which representative commitment and worker fulfillment is considered comparative is their commitment in further developing association execution (Bhuvanaiah, 2014)(Gupta & Sharma, 2017). Both upheld this perspective by expressing that a connected with or fulfilled labor force helps organizations further develop execution through expanded usefulness, lower work turnover, cost-proficiency and by acquiring strategic advantage over their friends. In any case, representative fulfillment is a single direction road that diminishes work turnover yet doesn't assist with acquiring an upper hand. Accordingly, despite the fact that representative fulfillment and worker commitment assist with working on hierarchical execution, the commitment of representative fulfillment is considerably less along these lines, restricting their closeness. Helps in having Dedication and Common Trust presence: Strengthening of relationship is a significant component of both representative commitment and worker fulfillment which helps in bringing unwaveringness and shared trust; nonetheless, there is one significant distinction in the extent of the two ideas. For worker fulfillment the angle is restricted to inner relationship for example among colleagues and with manager, yet with worker engagement the attention is on working in the sensation of devotion towards association and having shared trust at each degree of the executives. The distinction in idea of worker commitment and representative fulfillment was overlooked as for scope and expressed that when representatives feel that when individual qualities are couple with the more extensive authoritative qualities, it prompts more fulfilled and drew in representatives who feel a more noteworthy feeling of responsibility, trust, and steadfastness for the organization helping the association over the long haul (Biswas & Bhatnagar, 2013). Essentially likewise overlooked extension contrast between the two ideas and expressed that guaranteeing manageable representative fulfillment and commitment is a ceaseless test looked by associations which could likewise hamper shared trust and proceeding with faithfulness to the association (de Beer & Tims, 2016). Results (Abbas & Karakoram, 2017) and (Biswas & Bhatnagar, 2013) are alike as they likewise analyzed the significance of fulfilled and drew in representatives in shared trust and faithfulness for the organization by expressing the two perspectives as comparable. They distinguished that with a utilization of the commitment model, the executives can endeavor to establish a favorable workplace where representatives are treated as accomplices and given a job in direction and are allowed to take up provokes prompting common trust and expanded unwaveringness towards the businesses. Every one of the examinations characterized that through compensation or contribution in independent direction based exercises would bring about making a feeling of unwaveringness and common trust among workers. However the facts really confirm that the two viewpoints have commitment in shared trust and devotion yet this commitment contrasts at the level for example representative commitment is more extensive

field while worker fulfillment just by advancing shared trust with a director or other colleagues contributes in having only finish of work and presently significant association level dedication creation.

2.3.2 Difference in Employee Commitment and Fulfillment

Employee commitment and fulfillment may both identify with representative joy yet at the same time the two terms are not the equivalent. Representative commitment drivers incorporate importance and worth creation at work, potential vocation development, initiative capacities, work environment culture; though drivers for worker fulfillment incorporate appreciation at the particular employment, work adaptability, and employer stability. However both the ideas are well-informed and surprisingly famous at significant level in associations, the key inquiry remains if there any distinction in representative commitment and worker fulfillment. Fulfilled representatives will generally be more joyful and more energetic towards their jobs and obligations corresponding to the occupation available while drew in representatives are believed to work all the more extensively by having improvement in working environment effectiveness and efficiency with commitment in advancement based exercises or significant turns of events. Hence, zeroing in on this multitude of perspectives, beneath sub-segments would assess the contrast between representative commitment and worker fulfillment.

Employee fulfillment is vital to employee engagement: Employee fulfillment is the idea which revolves around worker sentiments for example how fulfilled or glad a representative is from working/business experience while worker commitment having center around both representative and managers will more often than not recognize how completely connected with representative by more noteworthy dependability, higher resolve, or progress in transporter support gain of boss through upper hand, decreased turnover, or authoritative achievement. Hence, have restricted reach and restricted appropriateness to simply significantly representatives, worker fulfillment is viewed as key to worker commitment. Author upheld the perspective by expressing that work fulfillment is the antecedent to representative commitment as elements which drive worker commitment are unique and various from the drivers of worker fulfillment underscoring that representative fulfillment is the underlying ground for worker commitment to develop (Abraham, 2012). Another additionally support Abraham results by talking about more extensive reach of connected representatives with intently inclusion in work by means of contributing a lot of time and energy on it (Gupta & Sharma, 2017). The past analyst discoveries were supported with by introducing a correlation of worker commitment and representative fulfillment of their idea level (Chandani et al., 2016). As representative commitment isn't something which is simply happy with the occupation related measures like compensation or adaptability yet have other significant works like advancement, higher maintenance, efficiency or quality upkeep work as well while fulfilled workers having representative level effect impact maintenance yet not significantly support association level exercises. The past analysts result were summed up by referencing representative fulfillment as the beginning measures for meeting the bigger prerequisites of worker commitment, which must be considered by associations while concocting representative fulfillment and commitment systems (Abun & Magallanez, 2019). Hence, representative fulfillment resembles a base section charge which should be paid for inferring the full connected with workers in an association.

Engaged workers guarantee higher usefulness than fulfilled representatives: Significantly efficiency is something which is viewed as related with fulfillment just as commitment of workers. Notwithstanding, in all actuality usefulness is an association level effect which couldn't be simply satisfied by having work fruition cheerfully however rather it would require considerably more exertion and eagerness or enthusiasm to have work. Analyzing this point not set in stone that connected with

representatives show high inspiration and energy, and anticipate return to chip away at a consistent schedule, going past their work liabilities to guarantee the organization's more extensive objectives and destinations are effectively met (Peris-Ortiz et al., 2015). Be that as it may, for fulfilled representatives, the situation is unique. Thus, condition of fulfillment of a representative simply portrays representatives want to work however not the readiness to have dynamic investment in each work. The restricted job was upheld of worker fulfillment (Abrahma, 2012) distinguished by (Peris-Ortiz et al., 2015) by expressing that administration might give the projects and cycles prompting worker fulfillment however this doesn't really consistently bring about higher efficiency, as fulfilled representatives might work as per the prerequisites relating to their specific occupation as it were. Further investigated the connectivity with based part of others and upheld their outcomes by referencing that connected with representatives will quite often be more centered around satisfying organization's goals and are more dedicated which thus prompts higher efficiency (Hanaysha, 2016; Peris-Ortiz et al., 2015). The past scientists' discoveries were summed up and supporting them expressed that organizations must pursue representative commitment upgrade through worker fulfillment for having useful work. In this way, worker fulfillment however has commitment in efficiency, yet its job is simply to help working wherein with engagement rise, expanded usefulness could be seen (Nazir & Islam, 2017).

2.3.3 Relationship between Employee Commitment and Fulfillment

With the assessment of the degree and which means of representative commitment and worker fulfillment, it is determined that the two ideas are not comparable yet all things being equal, worker fulfillment is the archetype of worker commitment. This viewpoint for understanding the effect of occupation fulfillment on worker commitment was analyzed (Abraham, 2012). Considering the variables like work, acknowledgment by bosses, and collaboration of worker fulfillment, not really settled the administration helps in making an amicable work culture dependent on trust, co-activity, and consolation of representatives. These all viewpoints as contributing decidedly too representative fulfillment accordingly, with an amicable climate and the expansion in the ability of workers to work, there is an ensuing ascent in worker engagement. Few contributors concurred with each other idea of establishing an agreeable workplace and added that alongside the workplace spotlight ought to be on giving satisfactory learning and improvement assets and valuable input for having fulfilled representatives as they would bring about having better worker commitment (Abraham, 2012; Abrahma, 2012; Shamaa et al., 2016). Some authors results were like past analysts as in this likewise representative commitment could be improved if worker fulfillment on an individual and occupation related front could be expanded through keeping representatives refreshed with regards to the association's qualities, mission, and goals (Yoerger et al., 2015). This would assist with inferring drew in workers who have added to the accomplishment of the association would uphold the general association's targets fulfillment in a superior way. A connection between representative commitments was additionally fabricated worker fulfillment by referencing that positive social changes brought about expanding fulfillment and representative commitment prompting higher usefulness and expanded productivity (Jones, 2018). A finishing up comment on the connection between representative commitment and worker fulfillment by considering perspectives like work fulfillment and turnover (Ibrahim et al., 2020). As representatives are more persuaded when they are glad and will generally be more connected because of this fulfillment, hence better work execution could be determined. Thus, representative fulfillment is a significant driver of an association supporting worker's exhibition yet adding to the advancement of representative commitment for effective authoritative working, useful outcomes, and strategic advantage induction.

3 Conclusion

Worker commitment is the entire part of representative contribution at the work environment prompting better work environment usefulness, productivity, and the worker's general prosperity though representative fulfillment is bliss and fulfillment which representatives have as for the finish of the particular work liabilities. A glad and roused worker who is fulfilled at their positions is known to be more drawn in at their specific employment prompting better work execution and usefulness. For workers to be propelled there ought to be constant positive associations from their bosses empowering them to invest better amounts of energy into execution. Managers ought to guarantee that representatives are valued for acceptable execution at their positions through remunerations and acknowledgment for them to be more fulfilled at the working environment. This would along these lines lead to them having more trust and trust in the upsides of the association adding more importance to their positions.

The terms representative commitment and worker fulfillment however, sound to be comparable and surprisingly commonly by scientists treated as an indistinguishable idea yet, the two terms are diverse in their extension. Being an uneven idea esteeming simply wants and needs of a representative, fulfillment level adds to individual alters in worker's point of view alongside only one commitment for association for example to decrease representative turnover. In any case, representative commitment is the a lot more extensive driver of an association portraying the ability of representatives to go additional mile for work and commitment to the association. Being a more comprehensive idea, worker commitment upholds representatives by acquiring a feeling of unwaveringness, higher resolve, or progress alongside setting out open doors for businesses and associations to have creative turns of events, decrease worker turnover, infer cost-effectiveness, have exceptionally useful working, and hierarchical achievement. Representative fulfillment can be said to supplement worker commitment, inferring the previous is required for the last option to function admirably. In this way, it becomes significant for associations to help their worker commitment through representative fulfillment by corresponding worker current positions with potential vocation advancement. Consequently, supporting the representative responsibility, hierarchical execution, and common trust determination; worker fulfillment helps in expanding the commitment level of workers which thus prompts the inference of upper hand by the association. Worker commitment is more inherent in nature and is identified with one's immediate Gratification of occupation related necessities giving an inside feeling of fulfillment and which means from the work. Then again, representative fulfillment is more outward situated and suggests more joy and fulfillment a worker gets via getting Gratification from variables and angles which are extraneous to the occupation however identified with the association's different measures which incorporate arrangements, methodology, advantages, group, and social climate that singular encounters and sees.

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Primary Section: A

Secondary Section: AE, AO