

UDC 331.101.3(049.32)

005.96(049.32)

Book review

Received: -

Accepted: November 16, 2021.

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BOOK REVIEW OF “EMPLOYEE ENGAGEMENT WITH ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE MANAGEMENT”, JELENA LUKIC NIKOLIC

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Abstract: Review of the book: Lukic Nikolic, Jelena (2021). *Employee Engagement with Organizational Behavior and Human Resource Management*. Belgrade: High School of Modern Business, ISBN 978-86-87677-25-8

Keywords: employee engagement, organizational behavior, human resource management, motivation, satisfaction.

Results of the Gallup survey published in 2017, in a sample of 155 countries, showed that only 15% of employees are engaged [Gallup, 2017]. This result is worrying, having in mind that only engaged employees have a high level of energy, desire, and willingness to invest extra effort, full concentration, enthusiasm, sense of satisfaction, happiness, and pride in working in an organization. Therefore, due to low level of employee engagement, employers face numerous challenges and difficulties in how to engage employees to a greater extent, and when succeed how to maintain their engagement in the long run. That was the main motivation for Jelena Lukic Nikolic, author of the book *Employee Engagement with Organizational Behavior and Human Resource Management* published by High School of Modern Business - to examine how the problem of low employee engagement noticed in all organizations in the world can be solved or at least reduced.

The book is logically structured on 374 pages and includes three related parts: (1) Employee Engagement, (2) Organizational Behavior, and (3) Human Resource Management which consists of nine chapters. Each of the chapter has introductory goals and announcement of the topics that are covered in it, while at the end of each chapter are summary and key questions. At the end of the book is given a Glossary of key terms used in the book for easier understanding, author biography and references. Methodologically, the book is written according to a format that

corresponds to good practices in academic education, with a vivid and modern design and an impressive list of references.

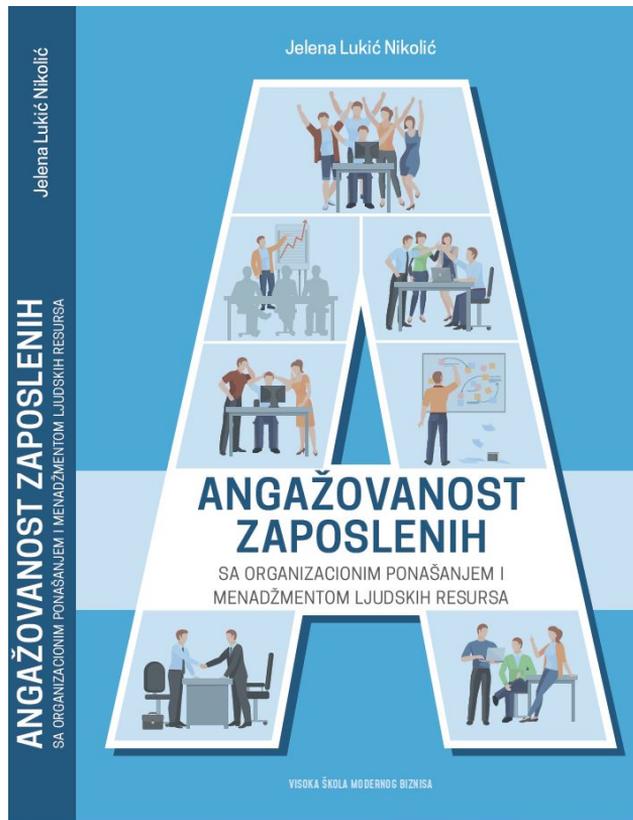


Fig. 1 The cover of the book “Employee Engagement with Organizational Behavior and Human Resource Management”

The first part of the book is dedicated to the concept of employee engagement. The first chapter presents the concept of employee engagement and points out its similarities and differences with other related concepts, such as commitment, loyalty, satisfaction, and civic organizational behavior of employees. Also, it presents an overview of different levels and types of engagement, the ways in which engaged employees can be recognized in organizations, as well as the advantages that the organizations have from engaged employees. The author draws attention to the fact that excessive engagement can also have potential shortcomings - burnout syndrome, reduced job satisfaction, and disruption of work-life balance. However, the benefits of engaged employees are much greater, so in the second chapter the author presents and describes strategies that can be applied to establish and improve employee engagement in the long run. Furthermore, the second chapter describes the process of building employee engagement in crisis situations, with emphasis to the crisis

caused by the Covid-19 pandemic, as well as the importance of human resource analytics in the process of measuring and analyzing the employee engagement in digital economy. The third chapter presents the key characteristics of relevant employee engagement models used in practice, while the fourth chapter presents the key instruments and techniques for measuring employee engagement (standardized and non-standardized questionnaires, interviews, Employee Net Promoter Score indicator, absenteeism rate, turnover rate, employee suggestions, employee comments on social and professional networks).

The second part of the book is dedicated to the topics and concepts in the field of organizational behavior and their impact on employee engagement. Current topics in the field of organizational behavior, which are correlated with employee engagement, are grouped according to the levels in the organizational structure. First, concepts are treated at the individual level (chapter five), then at the group level (chapter six), and finally at the organizational level (chapter seven). In addition to the titles that are commonly represented in books in this field (personal characteristics of employees, motivation, empowerment, teamworking, leadership, communication, interpersonal relationships, national culture, organizational culture), the author wrote about newer concepts related to different generations of employees with special emphasis to Generation Z, the importance of positive mood (humor) in the workplace, virtual teams, toxic organizational culture, organizational justice, support, and respect.

The third part of the book deals with topics and concepts in the field of human resource management, which affect employee engagement. The eighth chapter analyzes the basic human resource management activities in the organization that directly affect the level of employee engagement – job analysis and design, recruitment, selection, assigning roles and tasks, orientation, socialization, performance appraisal, rewarding, training, career development, health, and safety of employees. The author also wrote about new modern concepts in the field of human resources, which are recognized, first of all, in practice, and then experienced affirmation in theory. These include the implementation of various wellness programs, work-life balance and employer branding. The end of this book (chapter nine) indicates that each individual in the organization is important for employee engagement (leader, manager, supervisor, every single employee), but that there are special job positions dedicated exclusively to this issue (Employee Engagement Coordinator / Consultant / Coach / Analyst / Lead / Specialist / Manager / Director, etc.), while some organizations form a special team responsible for employee engagement.

The key message of the book is that employee engagement is an important component of the competitive advantage of any organization, regardless of its

industry, size, financial strength, age, number of employees, and that engagement is necessary for each employee, regardless of education, job position, and work experience. It is certain that employee engagement will be of considerable interest in the future world of work in the time of fourth industrial revolution and digital economy. The special contribution of the book stems from numerous practical examples related to employee engagement, which makes it very useful for leaders, managers, entrepreneurs, and all those who want to improve their own engagement.

REFERENCE:

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