An Overview of Employee Engagement

K. Devika #1, Dr. G. Latha #2,

#1 Assistant Professor, Valliammal College for Women, Chennai 102, Research Scholar in Annamalai University.  
#2 Assistant Professor, Department of Business Administration, Annamalai University, Annamalainagar-608002.

Abstract— Employee engagement is relatively new term in HR literature and really started to come to prominence from 2000 onwards. Melcrum publishing (2005) found that from a global survey of over 100 communication and HR practitioners 74% began to formally focus on the issue between 2000 and 2004. Definition of engagement, or characteristics of an engaged workplace, focus on motivation, satisfaction, commitment, findings meaning at work, pride and advocacy of the organization in terms of recommending either the products or services of the organization, or as a place of work. Some companies are starting to “get it” but of course lot of companies still fall behind and might not believe in the power of management. A study of organizations revealed that organizations with highly engaged employee achieve twice the annual net income of organizations whose employee lag on engagement. This study is an attempt to identify and analyze the importance and factors leading to employee engagement.

Keywords— Employee engagement, organisation, motivation, satisfaction, human resources.

I. INTRODUCTION

Employee Engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values. In organization, employees belong to some group or the other. The reason for most of the major decisions being left to a group of people can be traced to the general belief that the decisions of a group is superior to the decisions of individuals belonging to that group. These are several decisions in the context of work also which, if taken by a group could be improved considerably and the implementation of the decisions could also be ensured because of the involvement of all the individuals in the process of making the decisions. A group composed of experienced people from within the same department or from different department of an organization, has a tremendous potential for developing high quality of suggestions. The benefits to organizations of involving their people in improved performance are significant but this requires real commitment on the part of the organization, it manages and all its employees. Man has infinite potential. He longs for something more than the necessities and comforts of life. He may be satisfied if he gets the feeling of achievement. Small group activities provide the opportunity to bring out the creativity, experiential work; innovations and synergic contributions from the participants and there by satisfy the needs of self-esteem and recognition.

Engaged employees feel proud strong emotional bond to the organization that employs them, which results in higher retention levels and productivity levels and lower absenteeism. When reliably measured, positive employee engagement can be casually related or correlated to specific positive business outcomes by work group and job type. As employee productivity is clearly connected with employee engagement with an environment that encourages employee engagement is essential in the effective management of human capital.

II. RESEARCH METHODOLOGY

The paper focuses on extensive study of Secondary data collected from various books, journals and websites. 

Importance of Engagement

Meaningless work is often associated with apathy and detachment from ones works, in such conditions, individuals are thought to be estranged from their selves. Other research using a different resource of engagement has linked it to such variables as employee turnover, customer satisfaction – loyalty, safety and to lesser degree, productivity and profitability criteria. An organization’s capacity engagement is closely related to its ability to achieve high performance levels and superior business results.

Advantages of engaged employees are

• Engaged employees will stay the company, be an advocate of the company and its products and services and contribute to bottom line business success.
• They will normally perform better and are more motivated.
• It builds a passion, commitment and alignment with the organization’s strategies and goals.
• Increase employees trust in the organization.
• Creates a sense of loyalty in a competitive environment.
• Provides a high-energy working environment.
• Makes the employees effective brand ambassadors for the company.

A highly engaged employee will consistently deliver beyond expectations. Thus, employee engagement is critical to any organization that seeks to retain valued employees. The Watson consulting has been proved that there is an intrinsic link between employee engagement, customer loyalty and profitability. As organizations globalize and become more dependent on technology in a virtual working environment, there is a great need to connect and engage with employees to provide them with an organization identity.

III. CATEGORIES OF EMPLOYEE ENGAGEMENT

According to Gallup the consulting organization there are difficult types of employees: -

Engaged

Engaged employees are builders. They want to know the desired expectations for their role, so they can meet and exceed them. They’re naturally curious about their company and their place in it, they perform at consistently high levels, and they want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward.

Not Engaged

Not engaged employees tend to concentrate to tasks rather than and outcomes they are expected to accomplish. They want to be told what to do just, so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are not engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they have productive relationships with their managers or with their co-workers.

Actively Disengaged

The actively disengaged employees are the cave dwellers. They’re not just unhappy at work but busy acting their unhappiness. They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged coworkers accomplish. As workers increasingly rely on each other to generate products and services, the problem and tensions that are focused by actively disengaged workers can cause great damage to an organization’s functioning.

IV. MEASURING EMPLOYEE ENGAGEMENT

This Gallup research consistently confirms that engaged work places compared with least engaged are much more likely to have lower employee turnover, highly than average customer loyalty above average productivity and earning. Negative workplace relationships may be a big part of why so many employees are not engaged with their jobs.

Step 1: Listen

The employer must listen to his employees and remember that this is a continuous process. This is the only way to identify their specific concerns. When leader listen, employees respond by becoming more engaged.

Step 2: Measure Current Level of Employee Engagement

Employee engagement needs to be measured at regular intervals in order to track its contribution to the success of the company but measuring the engagement without planning how to handle to result can lead employees to disengage. It is therefore not enough to feel the pulse the action plan is just as essential.

Step 3: Identify the Problem Area

Identify the problem areas to see which the exact which lead are to disengage employees.

V. FACTORS LEADING TO EMPLOYEE ENGAGEMENT

Studies have shown that here are some critical factors which lead to employee engagement. There are ranges of factors, known as drivers that are thought to increase overall engagement level of its employees. Drivers such as communication, performance clarity and feedback, organization culture, rewards and recognition, relationships with managers and peers career development opportunities and knowledge of the organization’s goals and vision are some of the factors that facilitate employee engagement. Some of them identified are

Career development

Opportunities for personal development: -

Organization with high levels of engagement provides employees with opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their potential.

Effective management of talent: -

Career development influences engagement for employees and retaining the most relented employees and providing opportunities for personal development.

Leadership

clarity of company values: -

Employees need to feel that the core values for which their companies stand are unambiguous and clear.

Respectful treatment of employees: -

Successful organizations show respect for each employee’s qualities and contribution regardless of their job level.

Company’s standards of ethical behavior: -

A company’s ethical standard also lead to engagement of an individual.
Decision making

Employees want to be involved in decisions that affect their work. The leaders of high engagement workplaces create a trustful and challenging environment in which employees are encouraged to dissent from the prevailing orthodoxy and to input to move the organization forward.

VI. OTHER FACTORS

Equal opportunities and fair treatment:

The employee engagement levels would be high if their bosses provide equal opportunities for growth and advancement to all employees.

Performance appraisal:

The company which follows an appropriate performance appraisal technique which is transparent and not biased will have high levels of employee engagement.

Pay and benefits:

The company should have a proper pay system so that the employees are motivated to work in the organization. To boost his engagement levels employees should also be provided with certain benefits and compensations.

Job satisfaction:

Only a satisfied employee can become an engaged. Therefore, it is very essential for an organization to see to it that the job given to the employee matches his career goals which will make him enjoy his work and he would ultimately be satisfied with his job.

Communication:

The communication should follow the open-door policy. There should be both upward and downward communication with the use of appropriate communication channels in the organization.

VII. OUTCOMES OF ENGAGEMENT

Employees are able to get ‘involved in the organization and feel that they are genuinely participating and contributing to its performance.

Employees have a pride in their organization and endorse it as a place to work and do business with the people outside the organization.

Employees demonstrate real commitment to their job and the organization and are prepared to go to the extra mile.

VIII. CONCLUSION

Employee engagement is attracting a great deal of interest from employers across numerous sectors. In some respects, it is a very old aspiration – the desire by employers to find ways to increase employee motivation and to win more commitment to the job and the organization. In some ways it is ‘new’ in that the context within which engagement is being ought is different. One aspect of this difference is the greater penalty to be paid if workers are less engaged than the employees of competitors, given the state of international competition and the raising of the bar on efficiency standards. A second aspect is that the whole nature of the meaning of work and the ground rules for employment relations have shifted and there is an open space concerning the character of the relationship to work and to organization which employers’ sense can be filled with more sophisticated approaches.

REFERENCE

[1]. Scott carbonara, “Managers guide to Employee engagement “
[2]. Debashishsengupta&Ramadoss’Employee engagement”
[3]. www.open.edu