

## Employee Engagement

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### Abstract

*“The art of getting people to believe what you want them to believe”*

- Jim Whitehurst.

Employee engagement has become a hot topic in the corporate circle and emerging as a new model in HRM. Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization and put discretionary effort into their work. Employee engagement is a ratio on commitment and involvement of an employee towards their organization and its value. Employee engagement is the two way communication between the employer and employees of an organisation. Employee engagement become more mandatory for any business which create trust for employees on organisation as well as motivate the employees to engaged on their works to attain the great profits and high level of performance.

**Keywords:** Human Resource Management, Motivation, Performance, Employee Engagement, Involvement.

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### I. Introduction

Employee engagement is look like a recent concept but it goes back over 20 years when the first term is appeared in 1990 academy of management journal by William A.Khan. Prior to that, HR's concentrate on employee satisfaction but it has less or no connection on performance of an organisation with focus more on employee rather than organisation or employee's relationship with organisation. Then the focus turn from satisfaction to commitment which gives birth for employee engagement.

The meaning of engagement can be understood as a state of being engaged and the meaning of employee engagement is a state of mind where one feels satisfied, empowered and committed at work. Employee engagement was defined by Khan as “the harnessing of organisation members” selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances”. The book ‘first break all the rules’ (Buckingham & Coffman) was published in 1999 helped the term ‘employee engagement’ become popular in the corporate world. Employee engagement is based on trust, integrity, a two-way commitment and communication between an organisation and its members. It is an approach that increases the chances of business success, contributing to organisational and individual performance, productivity and well-being.

### II. Literature Review

According to parent, j.j., & Lovelace, k. J. (2015), the connection between employee engagement positive organisational psychology and an individual ability to adopt to ongoing organisational change. There reviews made on the individuals adoptability, positive organisational psychology, and employee engagement and proposed a model that suggest that positive work culture enhances employee engagement and in specific cases leads to increase adaptability.

Soni Agrawal, Factors Influencing Employee Engagement states that employee engagement is a complex and challenging goal for an organization. In today's diverse workforce it has become even more challenging. An engagement-friendly culture is valuable as it considers the value of a multi-generational and multi-cultural workforce. Employee engagement is attained within an organisation where the each individual employee feel their need and that should help for them to achieve their individual goals. In the some factors that denp HR practices are derived important are taken from earlier studies.

P.manonmani .et.al., (2013), Employee engagement is level of involvement and commitment on behalf of an employee's level of participation in their organisation and its values. To improve the performance of the employees, the company should make them to be aware of the business contacts and make them to work with the colleagues for the improvement of the organization. The employee should hold their positive attitude towards the organization. That majority of the employees are compliance with the organisation which brings maximum involvement of the employees and in turn retaining is not impossible.

Dr. Pratimanasarangi, et.al., (2007), To analyze the relevance of engaged employees for the growth and development of organisation and its success. Employee engagement analysis is made on the manufacturing industries. This can be used to provide an overview and references on some of the conceptual and practical work undertaken in the area of the employee engagement practices in manufacturing company in India.

The article in Indian Journal Of Science And Technology is to clarify what is meant by employee engagement and why it is important particularly with respect to its effect on employee retention and performance as well as to identify factors that are critical to its effective implementation various factors have been discussed of engagements which are at macro i.e. at the organisational level and micro level i.e. at individual level.

Schrita Osborne, Mohamad S. Hammoud, (2017), Understanding how to manage the balance between employee relations, adopting innovation, and maximizing short term profits is critical to business leaders ensuring a viable future for their corporations the longevity of an organisation is affected by employee engagement, which is a factor on the financial performance of the organization.

Bhavani SA, Sharavan, Arpitha (2015), To understand the extent of the employee engagement in the organization. Employee engagement is the level of commitment and involvement an employee has towards the organisation and its values. An engaged employee is known of business context and works with the co-workers to improve performance at the job for the benefit of the organization. It is a positive behaviour held by the employees towards the organisation and its values.

Abhijit Siddhanta, Debalnia Roy (Ghosh), (2017), Employee engagement is a buzz word that employers think they understand but face difficulties and challenges while practicing. In many organisations the employee engagement improved by copying the same factors of the competitors. Engagement has different attributes together with the ways to measure it, how to handle this engaged employees and modern employee engagement practices in corporate.

Beadon Row, Assistant Manager – HR, Reliance Communications Ltd, states that employee engagement is important for any employer which aims to retain its valued employees as an employee's capability to manage employee engagement is related to its ability to achieve business gains and high level performance.

Employee engagement has generated a great deal of interest in recent years as widely used the term in organisations and consulting firms especially as credible evidence points towards an engagement-profit linkage. Employee engagement has been categorised as a distinct and unique construct that consists of cognitive, emotional and behavioral components associated with individual role performance. The employees who have emotional, deep and positive connection with their work will be more engaged in an organization, that helps in betterment of organization.

### III. Strategy For Better Employee Engagement

“The secret to increasing employee engagement in the workplace is that there is no secret”  
Some simple strategies which help employees to fully involved in, dedicated to, and enthusiastic about their works are listed below:

#### **3.1 Don't confuse “engagement” with “happiness”**

Every manager should know the difference between the engagement and happiness. Because, sign of employee happiness doesn't he or she is actually engaged in this job. Engagement is something you can see in productivity and efficiency whereas happiness only makes this goal more tangible.

#### **3.2 Think “bottom up” not “top down”**

The top-down approach relies on higher authority to determine larger goals that will filter down the task of lower level employees. But the bottom-up allows all levels of an organisation to become a part of the process and make everyone feel a large part of the goal.

#### **3.3 Internal hire first**

Large organisations or companies have different departments and over a hundred of employees where most of the employees are concerned with the possibilities of promotion within their departments. If we hire those people will create benefits for an organisation because the candidate will already have an understanding on how that company runs and already be strong working relationships with their colleagues. So, internal hire first increases the level of engagement and encouraging a more positive work environment for employees.

#### **3.4 Host monthly mini-celebrations**

The employers have to show employees that they are cared or taken as a matter by an organisation by hosting mini-celebrations like anniversaries, birthdays, karaoke night, company potluck and camping trip etc. This builds a solid foundation of loyalty and gives employees a sense of excitement about having something to look forward to each month.

### **3.5 Be supportive for career planning**

In current scenario, level of job availability is very high which make an employee to opt for a different job. So, if an organisation starts to support the employee for their career planning will automatically stops the employee's idea of moving to another job and also it will make an employee to be more engaged in that organisations.

## **IV. Challenges In Employee Engagement**

“An engaged employee is an emotionally invested one”

### **4.1 Communication**

The major challenge in employee engagement is communication barrier between the managers and their employee. The employee should have a right way to reach their managers through their feedback the latest mode through which employee can communicate freely is by using their own email service through feedback portal in some organisation. From the feedback from the manager it ensures that employee engagement remains hike as employees have the freedom to express exactly how they see the manager and where they fall short. Communication is the major key to addressing the concerns of employee engagement is through communication can by constantly asking, companies can solve engagement issues before day cinder the company success

### **4.2 Trust**

The major pillar of the organisation is trust. The lack of trust between the employee and the managers will lead to disasters in internal environment. Hence it is necessary to maintain trust from both the sides in and working environment. Great place to work found that 87% of employee who work at organization were trust is key, are less likely to leave to prove this report was published by the chartered institute of personnel and development (cipd) also prove the importance of trust in the working environment . It was found from the same server that the trust between the employees and the senior managers were more likely to be weaker than strong by counting on all employees as partners. The trust can be created in the organisation one leave in the newest employee in the organisation is given the equal responsibilities and opportunity.

### **4.4 Leaders are not inspiring**

The main concern of business leaders is to increase productivity, the output, and innovation. It should be understand not on the same page. It is the duty of the manager to understand by the employer is deviating from the performance level and their commitment level towards the work. Hence, it's the duty of the manager to identify what motivates and drives employees in the workplace. Having a greater understanding level is the factors that increase productivity come that motivate employees to increase a performance, and that increase the efficiency in the workforce, then managers as a leader will be able to enjoy better level of engagements. Therefore, having leaders who inject life into the organisation is vital to the ongoing success of the company and managers who have the ability to inspire their employees generally enjoy happier employees .

### **4.5 Reward achievements**

Patient and rewarding of employees will lead acid used in motivation rather than throwing money. This will follow the work first to give their best in their jobs. Hence, resulting in better employee engagement within the organisation. Employee engagement will increase the productivity and profitability as employees will feel that their efforts are being appreciated.

### **4.6 Merger and acquisitions can negatively**

Over the years its proven that during the mergers and acquisitions there is increase challenge in employee engagement. Acquisitions generate feelings of distrust and fear among workers. during this period the employees are involved by the uncertain our future, dear and rumour which means they spend less time and energy on their work. As a result, companies often face decreased engagement. Transparent and communication is key to help employees field in form and engaged before, during and after a major transition or corporatereorganisation. It is the duty of the manager to make the employee motivated but it is a common challenge during the times of change come but regular communication with front line field workers can be specially difficult as they lack official website or even a proper portal but the only effective way to reach them is through communication.

## **V. Conclusion**

Employee engagement is the best HR practices in any organization. Higher employee engagement will make the organization out-perform their competitors in terms of profitability. Employee engagement can help the organization achieve its mission execute its strategy and generate important business results. They give

their organization crucial advantages which includes higher productivity, customer satisfaction and lower employee turnover. Therefore, employee engagement should be never ending process of learning, improvement, measurement and action in every organization for the need of business to stand next level in corporate world.

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