

Employee Engagement: The Future of Success

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Abstract

“Employee engagement” as a term is extensively used in Human resource management. An organization values those employees who are talented and profitable for the company. Employee engagement is one of the human resource practices to retain the best employees in the organization. It’s not a problem to a situation but it is a continuous philosophy which can be seen in the culture of the organization to add value and competitive advantage in the current era. Baby boomers are on the edge of retirement and Millennials are becoming the largest generation in the workforce so, businesses in quest of engaging employees will have to adapt their practices according to new generation workforce. This paper makes an attempt to study the upcoming trends of employee engagement. The future trends include mobile apps, social networking technology, more focus on feedback, work life balance and transparency. These latest methods endow with continuous efforts of engaging employees by understanding the latest challenges and need of the future.

Keywords

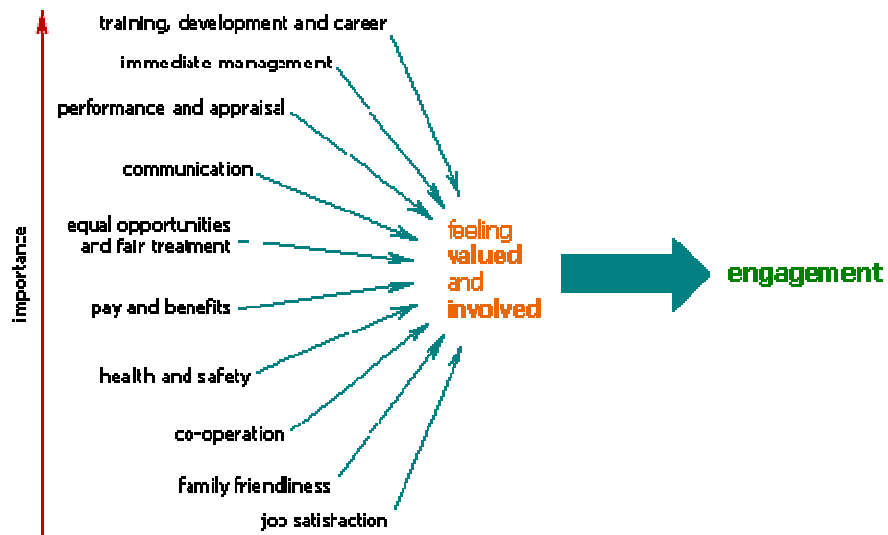
Employee Engagement, New Generation, Upcoming Trends, Retention, Competitive Advantage.

Introduction

One of the toughest challenges in today’s world is not only retaining employees in the organization but completely occupying them. In today’s competitive market the concept of employee engagement has appeared as a critical influential force for the successful running of the organizations. In order to overcome with the challenges human resource department of every business organization is setting new programs for the concept of employee engagement.

Employee engagement can be defined as “the level to which employees are committed towards their organization, how much efforts they are putting, how much loyal they are, towards doing task or achieving goal of their organization. In short it means how delighted employees feel about their current organization’s working conditions and how effectively and efficiently they are working in the organization. When situations in the economy are not good and down falls are seen in the economy at that point of time many organizations concentrate

only on cutting down the salaries, increments, bonuses instead of managing and engaging their employees. Managing active, highly productive, worthy and loyal employees in the organization is a significant advantage for the companies. However very few businessmen realize that retaining the best and talented employees in the organization is the long term investment. Engaged employees are those who put their full efforts, knowledge, skills, and are dedicated in order to achieve the given task.



Source: IES Survey 2003

If the employees are not engaged then it will affect the output, profit earnings ratio, reduces the retention level of employees and will create bad image in the market. In order to avoid these conditions it has become very important for the management to overcome from these obstacles by coping up with the changes which are taking place in the current scenario of employee engagement. The most excellent way for attaining employee engagement is to focus more on HRM policies and programs, which will help to handle the doings of managing and organizing the people for achieving the tasks.

Organizations with highly engaged employees tend to show bigger earnings (Woodruffe, 2006) and returns (Harter et al.2003).

Review of Literature

Dharmendra and Naveen K. (2013) conducted a secondary research to find out the different elements of employee engagement. The researcher identified various factors which increase the level of employee engagement in organization and it must be adopted by every firm in order to satisfy the employees and to increase the productivity level. These factors are clarity

in the job roles, appropriate remunerations, effective management, system of proper feedback, counseling of employees, health benefits.

V Siva. (2015). Conducted a study on 172 employees of private banks in Toothukudi. The main objective of the study was to know the working environment of the private banks and to search various measures which can be adopted for employee engagement. The findings of the study states that very young employees were working in the banks and they were not satisfied with the facilities, welfare programs which banks were offering to them. Moreover they were not satisfied with their job.

S.Swathi. (2012). Revealed the impact of employee engagement of boomers and millennial. Research was carried out in IT industries in Mysore. The main aim of the study was to find out employee engagement activities done in Mysore IT companies. The various practices which are followed in Mysore for keeping their employees engaged and satisfied are open house programmes, training and development classes, recreational activities, and one on one discussion. Results of the study shows that the companies need to put extra efforts in retaining and engaging employees of Y generation. As engagement of employees can help to increase the productivity, retention level and lower down the turnover rates.

Thakurpreeti (2014) attempted to find out the consequences of employee engagement on job satisfaction in IT sector. Both primary and secondary data was used for research. The sample size for the study was 120 including both officers and clerks of the company. The results of the study state that there is a positive relation between employee engagement and job satisfaction. It was recognized from the findings that the motivation level of officers can be enhanced by escalating various powers at job, and responsibility. Whereas at clerical level remunerations and approvals can be used to improve the job involvement level of workers.

Malavika Desai, Bishakha Majumdar et al (2010) compared employee engagement across manufacturing and IT organizations in Bangalore, India. Various reasons like training and development, working culture, and community were evaluated which specify high or low occupied employees. The sample of 100 employees was selected from both companies. The results of the study revealed that employee engagement was high in manufacturing firms in contrast to IT firms.

Objective of the Study

In recent years business organizations are focusing more on the concept of employee engagement in order to properly satisfy their employees. This helps managers to get maximum performance or output from employees. It is the responsibility of employer to

introduce new policies which attract the employees to stay in the organization for long time. The present paper aims to understand the recent trends which have occurred in the concept of employee engagement from the existing review of literature. This paper is based upon the present review of literature and secondary data which is collected from various websites, magazines, journals, newspaper and journals.

What Drives Employee Engagement

Involvement in Decision Making

An engaged employee will be given importance while taking important decisions. An engaged employee feels part of the company who starves for its growth and profitability. He will understand the strategy and work with more zeal as he himself was engaged in making decisions. It's not only for white collar employees but for blue collar employees too.

Employer Employee Relationship

Employee engagement requires two way relationships. Co-operation and co-ordination from both ends are necessary for success. Employer motivation and encouragement helps a employee to share his views with greater positivity and trust. A loyal employee is wealth for the organization which improves productivity and business performance.

Organisations Concern for Employees

An engaged employee feels that they are valued for their contribution and are given opportunity to realize their full potential, and in return they expect that organization should be concerned for their wellbeing, for their career advancement and for any unseen problem.

Leadership

Great leaders make great workplace. To engage employee's leaders needs to create an environment where the work culture itself includes efforts for engaging the employees. Leaders are the one who sets the tone in company to engage employees and try to develop an emotional bond with the employees' leader provide them a chance to communicate openly and shared the values.

Opportunities to Use Skills and Abilities

If company is providing or ready to provide opportunities in the project or work which uses the skills and abilities of an employee, chances will be higher that employee will feel more

connected and engaged as he or she don't need to find any opportunity outside the organization which can match with his ability and skills.

Empowerment

Employee empowerment is empowering the employees to take decisions about their work and job. Empowered employees may have authority to decide their work schedules and productive goals. Engagement is nothing without empowerment and vice versa. An employee will only be able to engage their self in the organization when empowerment will be there.

Regular Communication

Communication helps in effectively implementing the employee engagement strategy. Giving feedback, welcoming the suggestions for improvements. Now a day's companies are using social media as a communication tool to engage employees.

Quality of Work Life

An employee will feel more engaged with the organization if the quality of work life in organization is satisfactory for an employee whether it includes work culture, internal environment, working schedule or facilities provided by the organization.

Engagement Challenges

Critical Relationships

Employees are not just engaged with the team members or leader but with customers, partners and investors too. Identify the most critical relationship on which organizational performance and success is dependent.

Communication Needs

Current workforce is tech savvy. Newsletter, mails, intranets and pamphlets may be ignored by the employees that have been used by the companies for employee engagement. The tools are tough to use and it's difficult to retain the information. In technology era use is to involve the applications and software for employee engagement.

Trust on Leader

The foremost point in employee engagement is your employees have trust on their leaders. More deep the connection is more trust it will built. It would help the employees to share

their ideas and contribution. Need is to motivate employees by their leaders to ensure better communication between team and leader.

Organisation Strategic Goal

What would be the best strategy for your organization; it solely depends on the culture and goal of the company. Every organization is unique in terms of its employees and their values. So, you cannot copy what other organization are doing. Design your engagement techniques that fit in your culture.

Success Ladder

It is vital to know that how challenges, changes and performance is communicated between employees .Organization should develop the communication and engagement habits in employees in a way that they can get the information when they want to.

Workforce Diversity

Employees now days are not homogenous as companies are diversified in terms of products and services working in international environment. Sometimes engaging employees is cumbersome task due to language and cultural issues. It becomes a challenge to share concepts and information between employees.

Group Cohesiveness

Success of a team depends on its team members and level of engagement between them. More effective the team is higher would be the performance. Leader should try to build ownership within teams to increase efficiency and effectiveness. Employee engagement will lead to continuous improvement.

Continued Circle

Employee engagement is not something which can be done for today but not for tomorrow, it is a continuous philosophy striving for regular nurturing to succeed. Numerous measures should be taken to evaluate the metrics of employee engagement techniques.

Trends in Global Employee Engagement

Upbeat of Engagement

Employee engagement tends to go up in coming years as compare to previous one, so we can expect organizations will be giving more emphasis on building strong relationship with their employees with help of engagement tools.

Challenges Will Be Given By Millennials

Millennials are the upcoming largest generation in the workforce. More Millennials will start their careers as boomers retire. Organizations need to tailor their engagement strategies to fit their employee needs and organizational culture.

Empathetic Leadership

Employees do not quit their jobs, they quit their bosses. So, a compassionate leader is necessary to bind their employees in a relationship of empathy and trust towards their organization. This is only possible when employees feel that they are part of organization and organizations are concerned for them too.

Feedback

Millennials want to be praised, they want to know about their performance, studies have shown that feedback is and will continue to be vital ingredient of employee engagement. When an employee gets feedback about his positive and negative points, he tends to be more efficient.

Work Life Balance

Flexibility in working hours is the basic need demanded by current workforce to engage. They want to work in the hours feasible and comfortable for them.

Clarity in Roles and Responsibilities

It is very important to clearly define the roles which employees have to perform in the organization in order to reduce conflicts and for efficiently working in their specific field.

Regular Growth Opportunities

Career Opportunities is one of the top engagement driver. Every employee work hard to seek promotions. So every Company should always try to give regular opportunities for the growth and development of employees.

Good Incentives

Every company should provide good incentives and bonuses to their employees in order to motivate them and retain the workers in organization for longer period of time.

Conclusion

As the time will pass by new challenges would be faced by the organizations. Workforce is changing in terms of talent, culture and needs. Need is to retain the current talent and attracting the young blood. Employee engagement is the tool to make the talent very own in terms of best employees, but for all generation of employee company cannot opt for the same technique. Success of an employee engagement is not only dependent on tools and technology, but it depends on how your leader understands the need of engagement of different employee so that best talent can be retained. The next important factor is culture, how the organization aligns different employee engagement programs, employees and beliefs that fit in the organizational environment. Organizations should focus on the engagement drivers which suits its type of culture and employee expectations. More engaged the employees will be more they would be helpful in facing the challenges and competition.

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