Volume-3, Issue-11, Nov Special Issue -2014 • ISSN No 2277 - 8160

Research Paper HRM

Models on Employee Engagement Practice in the Business Scenario

Dr.P.S.VIJAYA LAKSHMI

Assistant Professor, Department of Management Studies, Periyar Maniammai University, Vallam, Thanjavur.

ABSTRACT

Employee engagement is the degree to which an employee is cognitively and emotionally attached to his work and organization. It reflects his/her the level of identification and commitment an employee has towards the organization and its values. As a team member, an engaged employee is aware of the business contextand works to improve the performance in the job for the benefit of the organization. Employees engaged are concerned about the future of the organization and are willing to invest discretionary efforts for the organization for the future benefits.

There are eight different organizational factors that drive employee engagement - 1) Trust and Integrity, 2) Nature of the Job, 3) Line-of-Sight Between Individual Performance and Company Performance, 4) Career Growth Opportunities,5) Pride About the Company, 6) Co-workers/Team Members, 7) Employee Skill Formation and Development, and 8) Personal Relationship with One's Manager.

There are four models of employee engagement. This paper throws light on the four models. Besides, the paper also discusses we relationship of Employee Engagement with other constructs. Finally the paper brings out the significant relationships that exist between engagement and performance and the impact of employee perceptions that they have the power to make decisions, sufficient knowledge and information to do the job effectively, and rewards for high performance. High-involvement management practices are positively associated with Employee Engagement.

KEYWORDS : Employee, Employee Engagement, Career Growth, Performance.

INTRODUCTION

Employee engagement is the degree to which an employee is cognitively and emotionally attached to his work and organization. It reflects his/ her the level of identification and commitment an employee has towards the organization and its values. As a team member, an engaged employee is aware of the business context and works to improve the performance in the job for the benefit of the organization. Employees engaged are concerned about the future of the organization and are willing to invest discretionary efforts for the organization for the future benefits.

According to Kahn employees can be engaged on one dimension and not the other. However, the more the employee is engaged on each dimension, the higher the level of employee engagement. Harter, Schmidt and Hayes define employee engagement as "the individual's involvement and satisfaction with as well as enthusiasm for work ".

Hewitt defines employee engagement as the employees desire to say (speak positively about the organization), stay (desire to be a member of the organization) and strive (go beyond the expected for the organization), to say S[3]

Drivers of Employee Engagement

There are **eight** different organizational factors that drive employee engagement.

1) Trust and Integrity – this driver applies to the degree to which the employee feels that members of the management team are concerned about the well-being of their employees, tell the truth, communicate difficult messages well, listen to employees and then follow through with action, and demonstrate the company's expressed goals and values through their own personal behavior.
2) Nature of the Job – this driver refers to the day-to-day content and routine of the employee's job and the degree to which he/she derives emotional and mental stimulation from it. This includes opportunities to participate in decision-making and autonomy.
3) Line-of-Sight Between Individual Performance and Company Performance – this driver refers to how well the employee understands the company's goals, is aware of its overall performance, and, most importantly, knows how his/her individual contribution impacts this performance.
4) Career Growth Opportunities – this is the degree to which an employee feels that there are future opportunities for career growth and promotion within the company and, at least to a lesser degree, is aware of a clearly-defined career path.
5) Pride about the Company – this refers to the amount of self-esteem that an employee derives from being associated with his/her company. This driver has been linked to behaviors such as recommending the company to prospective customers and employees.
6) Co-workers/Team Members – this driver recognizes the significance of the influence that an employee's colleagues have on his/her level of employee engagement.
7) Employee Skill Formation and Development – in addition to career growth opportunities, this driver refers to the degree to which an employee feels that specific efforts are being made by their company or manager to develop the employee's skills.
8) Personal Relationship with One's Manager – this is the degree to which an employee values the relationship that he/she has with his/her direct manager. This does not refer to professional or job-related aspects of their relationship.

MODELS OF EMPLOYEE ENGAGEMENT

Gallup's Hierarchy of Engagement

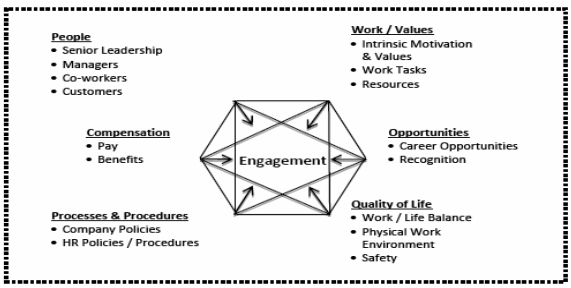
Gallup created a model to emphasize the relationship of management and the organization. First, an organization needs to identify its strengths, and then determines the best fit for each employee. *Gallup believes that once one combines appropriate employee job fit with great managers, then the organization will have engaged employees.* The model continues reinforcing the theory that engaged employees will then produce engaged customers which will impact business results including growth, profit increase and stock performance. *Unfortunately, the model and its survey instruments do not specifically identify communication as a variable to engagement, nor do they link engagement to one's intention to stay.*

More specifically, the **four** components create their Hierarchy of Engagement Model.

Hierarchy 1 (What do I get?) *Basic Needs*	1. I know what is expected of me at work 2. I have the materials and equipment to do my work right.
Hierarchy 2 (What do I give?) *Management Support*	3. At work, I have the opportunity to do what I do best every day. 4. In the last seven days, I have received recognition or praise for doing good work 5. My supervisor or someone at work seems to care about me as a person. 6. There is someone at work who encourages my development.
Hierarchy 3 (Do I belong?) *Teamwork*	7. At work, my opinion seems to count. 8. The mission /purpose of my company makes me feel that my job is important 9. My associates (fellow employees) are committed to doing quality work. 10. I have a best friend at work.
Hierarchy 4 (How can we grow?) *Growth*	11. In the last six months, someone at work has talked to me about my progress. 12. This last year, I have had opportunities at work to learn and grow.

Drivers of Engagement – Hewitt Study

Hewitt's model begins with the employees being engaged regardless as to what level engagement may or may not be, or the job fits of the employee. Drivers of engagement according to Hewitt are (1) People, (2) Compensation,(3) Processes and procedures, (4) Quality of life, (5) Opportunities, and (6)Work / values. They are shown in Diagram – I as below



The behavior of the employees is influenced by their level of engagement. These behaviors have a direct impact on the organization and customer experience. The customer then affects the business results based on these experiences with the organization and its employees. Finally, those business results will impact shareholder value and stock performance either positively or negatively.

Robinson's Model of the Drivers of Employee Engagement

The approach to employee engagement, as discussed by ***Robinson***, stresses the importance of feeling valued and involved as a key driver of engagement. Within this umbrella of 'feeling valued and involved ' there are a number of elements that have a varying influence on the extent to which the employee will feel valued and involved.

Mercer's Model of Employee Engagement

Mercer has conducted What's Working studies around the world in order to capture and track: a) Employee perceptions and attitudes about work b) Identify the drivers that contribute most to higher levels of employee engagement c) To develop reliable normative or comparative data that employers can use as they design, implement and communicate their human resource strategies and programs.

RELATIONSHIP OF EMPLOYEE ENGAGEMENT WITH OTHER CONSTRUCTS

Employee engagement can be distinguished from other related constructs.

1. Job Satisfaction and Employee Engagement

Job - satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or experience. It is positively related to organizational commitment, job-involvement, organizational citizenship behavior and mental health .It is negatively related to turnover, perceived stress and pro-union voting, but the relationship of job - satisfaction with performance is weak.

2. Organizational Commitment and Employee Engagement

It refers to the degree to which an individual identifies with an organization and is committed to its goals. It is directly related to voluntary turnover. Engagement is an amalgam of commitment, loyalty, productivity and ownership.

3. Organizational Citizenship Behavior and Employee Engagement

Organizational citizenship behaviour is discretionary behavior that is beyond formal obligations. They lubricate the social machinery of the organization, reducing friction and increasing efficiency .Certain aspects of organizational citizenship behavior are a part of employee engagement and include those behaviors that support or in some way enhance the social and psychological environment essential for individual task performance.

4. Job Involvement and Employee Engagement

Job involvement as "the degree to which a person's work performance affects his self-esteem". They also argue that employees who are highly concerned with their jobs also reveal high involvement in their organizations. Job involvement has the relationship of job involvement to numerous variables, including job characteristics, performance, turnover, and absenteeism.

5. Psychological Empowerment and Employee Engagement.

Empowering individuals could result in higher levels of work satisfaction, organizational commitment, and job performance. It includes meaning (sense of purpose), competence (self-efficacy), feelings of self-determination (feelings of control), and impact (belief that one's efforts can make a difference).

6. Physical Dimension of Employee Engagement

When engaged in a role, people employ and express themselves physically. The physical dimension of engagement is manifested by the exertion of effort in one's job. This exertion can range from lethargy (low engagement) to vigorous physical and mental effort. One's physical engagement is thus partly dependent on the contextual or mental and physical requirements of the role.

7. Effective Dimension of Employee Engagement

People are engaged in their role when they exhibited behaviors that indicated the investment of personal energies and emotions. Other scholars have suggested that the investment of emotions into one's role performance exemplified role attachment.

8. Behavioral Dimension of Employee Engagement

An organization aspired to improve employee engagement across multiple organizations is to know what it looks like and focus on the behaviors (not just attitudes). A role-based performance model helps explain employee engagement by starting with the end goal in mind. The objective of all employee engagement initiatives improves firm's performance. The role-based performance model helps to identify the types of behaviors needed from employees to drive performance. The five key roles that employees occupy at work - Core job-holder role (what's in the job description); Entrepreneur or innovator role (improving process, coming up with new ideas, participating in others' innovations); Team member role (participating in teams, working with others in different jobs); Career role (learning, engaging in activities to improve personal skills and knowledge); and Organizational member role (citizenship role or doing things that are good for the company) of long-term firm performance of the behaviors of employee engagement.

CONCLUSION

There are significant relationships exist between engagement and performance and the impact of employee perceptions that they has the power to make decisions, sufficient knowledge and information to do the job effectively, and rewards for high performance. High-involvement management practices are positively associated with Employee Engagement.

REFERENCES

Gallup, " Gallup Study: Engaged Employees Inspire Company Innovation," 2008,retrieved March 20, 2009, from http://gmj.gallup.com/content/24880. | 2. Mastrangelo Paul (2009) Will Employee Engagement Be Hijacked or Reengineered? OD | Practitioner, Vol. 41 No. 2. | 3. Rothbard, N.P. (2001). Enriching or depleting? The Dynamics of Engagement in Work and | Family Role. Administrative Science Quarterly, 46, 655-684 | 4. Rothmann, S., & Rothmann, S. (2010).Factors Associated with Employee Engagement in | South Africa. SA Journal. | 5. Sardar S, Rehman A (2011), Impact of HR Practices on Employee Engagement in | Banking Sector of Pakistan, Interdisciplinary Journal of Contemporary Research in | Business, Vol 2, No 9,378-389. | 5. Sarkar S (2011) A Study of Employee Engagement in Manufacturing industries, Global | Management Review, Volume 5, Issue 3, 66-72. |