



Employee Engagement: An Inevitable Factor To Organizational Success in The Contemporary Business

KEYWORDS

Employee Engagement, Organizational growth, Organizational performances, Contemporary Business.

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ABSTRACT *In the changing business environment due to competition and managing changes, organizations face difficulties to maintain organizational success. However, the employee engagement is a concept which if implemented properly can make a lot of difference in the organization. Employee engagement is defined as the positive attitude of an employee towards the organization and its value which exert to greater discretionary effort to ensure organizational success and sustainability. It is a simple fact that the engagement of employees towards their work and organization can make a huge difference for the growth and survival of the organization. Almost all of the companies now explore the possibilities for adopting employee engagement as a strategy for organizational growth and success as employee engagement is highly associated with organizational performances. It is essential to understand employee engagement as engaged employees who are fully involved and committed to their works are willing to go the extra mile for their organization to ensure its success. This paper attempts to throw light on the nature of employee engagement to ensure organizational success in the contemporary business.*

Introduction

Employee engagement is a concept which if implemented properly can make a lot of difference in the organization. It is a simple fact that the engagement of employees towards their work and organization can make a huge difference for the growth and survival of the organization. In the changing business environment due to high competition, organizations have changed their strategy to adopt employee engagement as employee engagement and organizational performances are highly associated (Concelman, 2005). Almost all of the companies now explore for adopting employee engagement as a strategy for organizational success. According to Erickson (2004), the best ways to shape the behavior of an employee towards work is to improve employee engagement. Thus, understanding the employee engagement will play an important role for better performances for sustainability and organizational success.

1. Employee Engagement:

Employee engagement is defined as the positive attitude by the employee towards the organization and its value (Robinson et al., 2004). Engaged employees have high emotional connection for the organization which exert to greater discretionary effort towards the organizational success (Gibbon, 2006). They are aware of business context, and cooperate with fellow worker to increase performance within the job for the benefit of the organization. Employee engagement is thus the intensity of commitment and discretionary effort of employees towards their organization and its values.

2. Key Drivers of Employee Engagement:

It is essential to understand the drivers of employee engagement which make employees fully involved and committed to their works, care about their organization are willing to go the extra mile for their organization to ensure its success (Sahoo, C.K. and Mishra, S. 2012). Many researchers have identified factors leading to employee engagement and those important key drivers of employee

engagement in the 21st century are as follows:

(a) Leadership: Leadership is one of the most important non-monetary drivers of performance and can make employees engaged to give their best to the organization (Momilaro et al, 2005). Leadership is extremely important for increasing the level of employee engagement (Sahoo C.K. and Mishra, S., 2012).

(b) Employee Well-being: If the organization considers the well-being of the employees, they will have an emotional attachment with the organization which leads to engagement. It is considered as the top most driver of engagement in the study of 35,000 employees in U.S companies (Tower Perrin, 2003).

(c) Communication: Communication is crucial to lead employees to engagement and employees are engaged when they have the opportunity to share their views and opinions upwards and keeping them informed about what is going on in the organization (CIPD, 2006 & Sahoo C.K. and Mishra, S., 2012)

(d) Pay & Benefits: A company that has proper pay system will motivate the employees to work in the organization and it has been suggested that with certain benefits and compensation boost the level of employee engagement in the organization (Aon Hewitt, 2012).

(e) Rewards and Recognition: Maslach et al. (2001) consider that rewards and recognition are important for engagement. Recognition is crucial for employee engagement as 72% of 568 respondents consider it as most impactful employee engagement driver (Harvard Business Review, 2013).

(f) Career Advancement: Many researchers have pointed out that organization that provides the opportunities of bright future career plan to the employees will produce engagement. And it has been demonstrated that career

development influences employee engagement and even retaining the most talented employees in the organization (Concelman, 2005).

(g) Working Environment: Organizations that provide a good working environment and supportive system that gives what they need to perform consistently at their peak drive engagement successfully (Tower Watson, 2011).

(h) Living a Balanced life: Organizations that build cultures that give importance to work balance and support employees to achieve life balance achieved engaged employees (Molinario V. & Weiss D. (2005).

(i) Decision-Making Authority: Perrin, T. (2003) also found that decision-making authority is an important driver of employee engagement and proper sharing of power with employees through participative decision making will induce feeling of sense of belongingness thereby increasing their engagement in realizing it (Sahoo, C.K. and Mishra, S. (2012). Organizations that empower employees to take decisions in their job responsibilities will create employee engagement (Swaminathan, J., & Gowrishankar, U., 2010).

(j) Training and Development: Skills developments through training and development make employees discharge their responsibilities and also make them prepare for future challenges that develop new skills in the workplace and this make them valued and remain involved in the work and increases employee engagement (J. Swaminathan and U Gowrishankar, 2010).

3. Advantages of Employee Engagement:

CIPD (2006) research shows that engaged employees perform better than others and remain in the organization. They have more positive attitudes and emotions towards their work and gain more job satisfaction. According to the Foundation Trust Network (2013), organizations which have engaged employees bring significant benefits including increase of productivity, increase in quality work, greater innovation and better customer service. When employees are highly engaged with their organization, they form an emotional connection with the company and this affects their attitude towards both their co-workers and clients of the company and also improves customer satisfaction and service levels (Sahoo, C.K. and Mishra, S., 2012). Engaged employees are more loyal, work harder, stay longer and perform better in the companies (Micro Edge, 2013). Thus an organization's capacity to manage employee engagement is linked to its ability to reach high organizational performance and superior business results. Wright, T. A., & Cropanzano, R. (2000) also claim that highly engaged employees will constantly deliver productive works beyond expectations. According to them some of the advantages of engaged employees are as follows:

- (a) Engaged employees will stay in the company and contribute to business success.
- (b) They will perform better and are more motivated.
- (c) Employee engagement and profitability are highly related.
- (d) Increases commitment and trust of the employees in the organization.
- (e) A sense of loyalty is created among the employees in a competitive environment.
- (f) It boosts business growth.

Conclusions:

Employee engagement plays an important role in organi-

zational performances and improving business outcomes. When organizations have a proper understanding of employee engagement and the factors leading to high employee engagement, they will be able to achieve higher level of organizational performances. Therefore, employee engagement is an inevitable factor for the organizations to ensure organizational success in the contemporary business.

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