Research Paper Management

Employee Engagement – Shifting Towards A New Paradigm

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ABSTRACT

Employee Engagement is the state of level of commitment and involvement an employee has towards their organization and its core values and beliefs. It plays a vital role in the attainment of organizational objectives and developing an environment of belonging, mutual respect and trust , as well as it help to align the human activities to the company strategy. This paper throws light on how "Employee Engagement" can be increased. This work also identify the strategies to handle the 'disengaged employees', key drivers of 'Employee Engagement' and modern 'Employee Engagement' practices in corporate.

KEYWORDS Employee Engagement, Commitment, Working relationship, Involvement

Introduction

In the past several years, many authors have written on the topic 'Employee Engagement'. Engagement at work was conceptualized by Khan (1990) as the "harnessing of organizational members' to their work roles. In Engagement, people employ and express themselves physically, cognitively and emotionally during role performances. Human Resource being the most important asset of any organization requires an enabling human resource climate with a view to achieve organizational objectives in the most effective manner. Employee Engagement is an important facet of the management. With a view to nurture, mentor and groom people to realize their capabilities and potentials; help them grow with the organization and thereby enabling them to contribute effectively in the attainment of organizational goals.

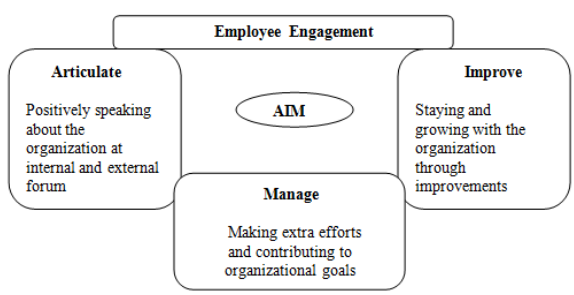
One of the most sensitive issues of concern of the 21st century is that in spite of providing good pay packets and benefits, many organizations losing their competitors without any valid reasons. Though, some employee turnover is normal, but if organization will seriously act on this problem, they can be cope up with it, to engage their employees, the possibility of unexpected loss of talented and motivated workforce will be less. Employee Engagement is arguably the most critical metric for organizations in the 21st century.

AIM- 'Articulate' – 'Improve'- 'Manage'

The success of employee engagement lies in the attainment of the highest standards of AIM (Articulate-Improve-Manage). In case, the employees are truly engaged, they tend to articulate their view freely in the interest of the organization. In case, the employees are truly engaged, they tend to articulate their view freely in the interest of the organization. Further, while interacting with customers, potential employees and co-workers, employees speak positively passionately about the organization. This helps to get better operating results from a higher level of motivation and also helps to get better employees and market share due to positive image of the organization. Secondly, the truly engaged employees tend to have an intense desire to stay with the organization and work for its continual improvement. While this solves the problem of attrition and intellectual flight from the organization, at the same time this leads to qualitative improvements in the systems and procedures, definitely it helps to give a better lead of operating and financial performance of the organization. As the third component of the AIM, truly engaged employees manage things better by making extra efforts and engaging in behavior that contributes to business success. As such, AIM becomes an important component on which the success of employee engagement is based.

Figure 1: Employee Engagement

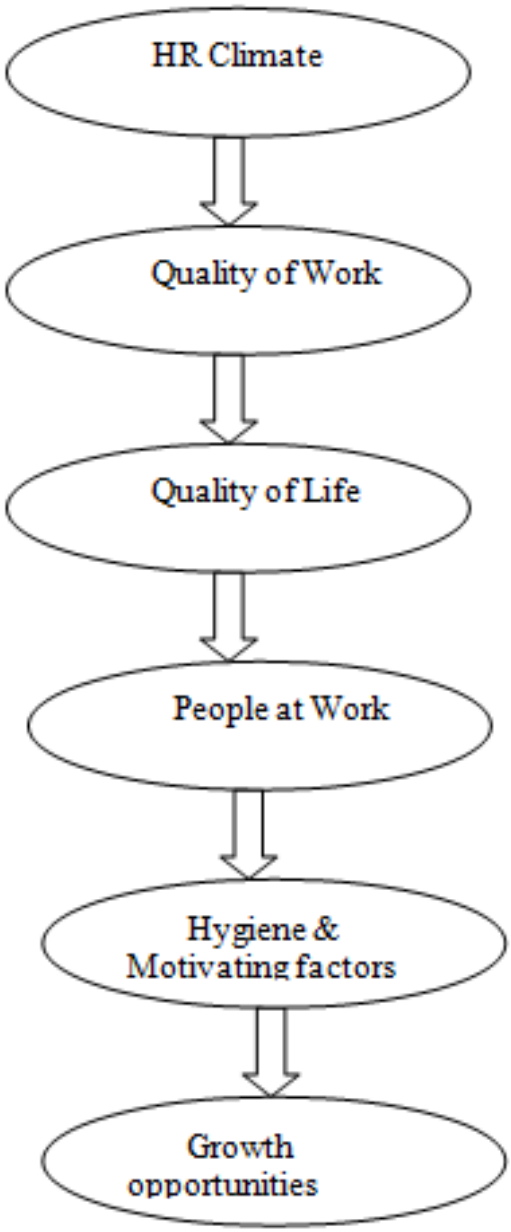
AIM- 'Articulate' – 'Improve'- 'Manage'



Factors Influencing AIM

The effectiveness of employee engagement through AIM depends on several factors, such as overall HR climate with a quality of work and life at good relationship with co-workers while maintaining the hygiene and motivating factors to provide a platform of growth and opportunities (see Fig 2). In case of customer-centric organizations, the involvement of employees makes a lot of difference in the quality of customer service and business volumes; the accomplishment of the highest standard of employee engagement should be a fundamental of the human resource management.

Figure 2: Factors Influencing AIM



The overall HR climate of the organization plays an important role in this, others factors are also equally important. Quality of work is an important element of job satisfaction and hence there is better engagement by offering challenges that enable an employee to upgrade his knowledge, skills and capabilities. A well accomplished job produce a greater satisfaction than a monetary benefit and also boost the morale and self confidence leading to better management. The quality of work life include status improvement, recognition and appreciation. The work environment should be contribute to achieve organizational goal as well as individual development. It is a set of win-win circumstances where both the entities; an employee should be awarded and rewarded appropriately for his good job, extra efforts, sincerity and loyalty, and at the same time irresponsible and drowsy employee should be penalized suitably. The practice of such a concept gives a direction to the existing and potential employees to assimilate such values and try to attempt up to the level of expectations. Such practice will develop a good organizational image which affects the attitude and behavior of its internal and external clients. It also helps the institution to attract and retain the talent and thereby facilitate improvements in the systems and procedures. In addition, people at work which include seniors, co-workers and subordinates also play a crucial role in employee engagement. A conducive work environment requires a healthy, hearty and warmth relations with superiors, peers, subordinators as well as with customers. Good interpersonal relationship with co-workers generate a employee's comfortable level and trust and confidence among each other which helps in better articulation as a part of AIM process.

In addition, basic hygiene factors such as monetary compensation, other facilities and work-life balance plays an important role in strengthening employee engagement by developing on them a level of satisfaction towards their quality of life. Moreover, growth opportunities such as learning, self development, enhancement of skills, public recognition, etc. are also the determining factors in employee engagement.

Drivers of Engagement

An organization's HR system is the primary driver of employee engagement. Awards, rewards, benefits and performance management practices help motivate employees to behave in ways that benefit the organization. To implement engagement organization need to understand the drivers of engagement.

Driver 1: Give a feel to remain in the organization

The more likely employees to indicate their intention to stay, the more likely they are to be satisfied with the organization and their status as an employees.

Driver 2: Versatility in skills of employees to exhibit to perform their jobs

The degree to which employees feel their job tasks to require a wide range of personal skills and competencies influences the satisfaction of individual employees. Employees tend to feel more satisfied if given opportunity to stretch their wings a bit.

Driver 3: Customer service orientation achieved

Employees are more satisfied when they believe are responsible for identifying and satisfying the needs of customers, and when they believe that the organization has the best interests of its customers in mind. It would appear that when employees are more satisfied, they have an inherent focus on making sure the customer is too.

Driver 4: Proper training and development

The extent to which employees both, new and existing, are provided with the type of orientation and training that promotes their personal development as well as their contributions to the organization. This is not just training for the sake of training, but rather the development of skills that improve the contribution of each individual employee.

Driver 5: Personal autonomy

"Autonomy" is defined as the degree to which the job provides freedom and discretion to the employee with respect to scheduling and work procedures. The employee is not only given freedom and independence in their work, but is provided with the resources, information and training to execute their role in the organization optimally.

Driver 6: Coordination between departments of the organization

The extent to which employees across organizational units cooperate to articulate inter unit activities and minimize disruptions, delays and interference appears as an indicator of satisfaction.

Driver 7: Reducing role conflict

The employees receive inconsistent expectations from the organization and are expected to do things that conflict with what they believe to be correct is identified as a factor negatively impacting engagement. The organization must provide

clear and consistent information to employees.

Modern Strategies Implemented In the Organization
Empowerment:
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 prevailing orthodoxy and to input and innovate to move the organization forward. If they will involved in decision making and has the right to be heard by his boss then the engagement levels are likely to be high.

Equal opportunities and fair treatment:
The employee engagement levels would be high if their superiors provide equal opportunities for growth and advancement to all the employees. Employees feel that they are not discriminated in any aspects within the organization.

Retiree engagement:
Retirees are important ambassadors for organization. Managers should connect with them through engagement, programs, frequent communications & events, such as an annual briefing on company strategy, innovation and highlights from the prior year.

Employee feedback:
Communications about organization business and strategy help in establishing a shared set of goals priorities throughout the company and give employees the power to influence future business decisions.

Recognition program:
Appreciating employees' efforts and achievements at all levels has always been important. A program that promotes a culture of appreciation and supports high performance through ongoing recognition, particularly in the areas of leadership, innovative thinking and service excellence.

Employee forum and networks:
Employees exchange ideas and views, and collaborate through a variety of online and in-person forums. Many employees maintain or contribute to company blogs or help to build the internal network.

Conclusion
Employees are the greatest assets for the organization. The more they will remain engaged the more will be the productivity and the growth of the organization. It is important to have a medium to long-term vision so as to properly understand the basic tents and advantages of employee engagement and how to use it effectively for achieving organizational objectives through the best possible utilization of the human resources. Truly engaged employees turn out as invaluable assets for the organization as they AIM to contribute more than 100% through positive Articulation about the organization, working heartedly for its continual improvement and also by putting in extra effort for managerial effectiveness. In the best organization engagement is more than a human resource initiative. It is strategic function for the way they do the business.

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