



ORIGINAL RESEARCH PAPER

Management

IMPROVING AND ENHANCING THE LEVEL OF EMPLOYEE ENGAGEMENT IN MODERN ERA

KEY WORDS: employee engagement, employee's performance, culture, enhancing engagement

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ABSTRACT

Engaged employees are the true assets and retaining them depends on their adaptation of existing and challenging culture of the organization. The employees have different attitudes and approach in their workplace environment and they continuously strive in the positive manner to achieve those pre-defined goals once they enter the organization of their choice. The role played by engagement on employees is such that the behaviour, values and the expectations of employees is directed towards the fulfilment of overall organizational goals and individual goals. The literature survey of employee engagement showed a strong relationship with the employee's performance and to enhance this association the workplace environment of an organization shall always work towards learning new things and developing the ideas that help the employees to keep themselves engaged in a long term. The findings and measures of past studies has been thoroughly studied and analysed for their relevancy in enhancing the employee's engagement level that can be applied in any organization striving for excellence.

Introduction

Employee engagement (HRM) helps in description of level of enthusiasm and the dedication an employee feels or observes in regards to their job and the work assignments they get to complete on time. In today's working scenario every organization faces tough competition and the engaged employee becomes their true assets in a long way. Engagement is defined in many ways and has been linked with many related concepts like organizational citizenship behaviour, job satisfaction, organizational commitment and many more. In 1990, when Kahn, defined the term personal engagement "as the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances, and personal disengagement is the uncoupling of selves from work role; in disengagement people withdraw and defend themselves physically, cognitively or emotionally during role performances" (p.694). Employee engagement as a construct deals with individual responses that are able to display at three levels first behavioural, then emotional and lastly cognitive (Kaur, 2017). Further to this author added that communication in organization, rewards and recognition with the remuneration given, culture in the organization and the relationships developed at the workplace acts as major antecedent and performances, citizenship behaviour along with retention mostly were derived as consequences of employee engagement. According to Dan and Gerard (2006), engaged employee gets full involvement in his work and have enthusiasm about the work they are doing in an organization. Emotional connection with the organization and vigilant cognitively employees are engaged in an organization. Authors discusses about ten C's of employees engagement namely, i) connection which suggests to value the employees and having good relationships with them will determine their level of engagement towards engagement, ii) career where they look for challenging and work that provides meaning to the organization and themselves, iii) clarity in communicating the vision and mission of the organization to the employees, iv) convey which focus on establishing those processes and plan in helping the employees towards achieving the goal, v) congratulating the employees and praising the them for their good work leads to higher engagement, vi) contribution of employees matters in every organization's success or even

failure undoubtedly and therefore this must be conveyed on timely basis, vii) control is very much valued by the employees as they want to utilize the opportunities arising in an organization, viii) collaborate where employees outperform and give good results in team and have good relationships in organization, ix) credibility the employees who get credits for their work help organization in striving excellence and lastly, x) confidence is created by leaders and once they develop that in employees the engagement level rises up to an extant level.

Robinson et al., (2004), defined employee engagement as an attitude which is positively held towards the organization by its employee and increasing its value. Engaged employee is always aware of context of the businesses and strives to work with co-workers towards improvement of their performance in the job profile for the betterment of the organization and organizations are required to development and nurturing engagement, which works on a two-way communication in an organization. Similarly according to (Markos & Sridevi, 2010) engagement in employees is a very high predictor of positivity in performance of organization that shows crystal clear in two-way association of employer and employee in comparison towards similar constructs like satisfaction in job, commitment in employees and positive citizenship behaviour in organization. There are three kind of behaviours according to Baumruk and Gorman, (2006) like first is saying, where the employee favours the co-workers in organization and refers to those potential employees and customers who could get engaged, then comes staying wherein the employee has opportunities to work elsewhere but he chooses to become a member of the organization, and strives in exerting extra time and effort in initiating towards the contribution in the successes of the organization as an entity. This leads to conclusion that every effort of training an employee goes wasted if an employee is trained only technically regarding the job they are required to do presently in working scenario as because in today's dynamic world which requires many changes according to global positioning they require more reasons to stay in the organization and create an environment which is ready to face the challenges. Also, if employees are getting more deliberate options from competitors in the market they need strong and positive association with the organization and enhanced level of engagement to strive towards staying in the organization with a positive mind. After

analyzing all the factors present in employees, the employees can be classified in three categories by the Gallup organization. First, engaged employees who are kind of employees are an asset to organization. Secondly, not engaged who can be easily known by their slow efforts they make towards their work. Lastly, actively disengaged employees are a greatest threat to any organization with a kind of negative attitude towards the organization and are busy in humiliating everyone by creating nuisance in the organization. The engagement contains such elements which does help an employee to join the organization of their choice but most importantly helps to retain them in the long run (Harter & Blacksmith, 2010). Elements like job interest and progression in career are few elements discussed in this study that help in attracting and aid in retention thereby, reducing the turnover in the organization.

Employee Engagement: A literature review

Employee engagement is a vast construct that influences almost all parts of human resource management facets. If every part of human resources is not addressed in appropriate manner, employees fail to fully engage themselves in their job in the response to such kind of mismanagement. The concept of employee engagement has the foundation in factors like job satisfaction, commitment in employees and organizational citizenship behavior (Markos & Sridevi 2010). The authors tried to establish employee engagement as a different construct and help managers by suggesting the ways to drive and an increased engagement in the organization and directed the employees' behavior towards the accomplishment of both organizational and individual goals. The findings were supported by Blessing White (2006) that stated the almost 60% of employees require more opportunities for future growth and feeling satisfied in their present job. A Strong manager-employee relationship acts as a motivating factor whenever there are some new challenges faced and some organizational changes are required that will lead to the more successes in the organizations.

Employee Engagement has always been a matter of discussion for academicians from business schools and personalities from the corporate world. But it is not a new concept as earlier it was used as synonymous for the other constructs and in some studies like Saks (2006) job engagement and work engagement was differentiated and the antecedents and consequences were thoroughly analyzed. Also it was related to emotional and intellectual commitment in the organization and was regarded as an effort carried on by the employees towards their job requirements (Baumruk, 2004; Frank et al., 2004; Richman, 2006).

Rothbard (2001, p.656) investigated the term engagement and found out that it can be associated into two forms 'attention' and 'absorption'. Further author argued that an employee could be called as an engaged employee if he the level of attentiveness in thinking absorption in work is such that the employee's focus of doing work is not distracted and it shows in his performance. Later, Rothbard and Patil (2011), tried to clarify that engagement is a process of capturing focused attention of employees, absorption that is intense and high amount of energy flowing towards the work related tasks that they are assigned. Work engagement has always been an important topic in the organizational scholarship field as it has been the fact that engagement could lead to the number of outcomes which are positive in nature for example, in-role and also an extra-role performance, satisfaction of clients, proactive participation, and adaptation in the current workplace culture and creativity in work. Authors argued that managers must always try to ensure that employees get the adequate and requisite amount of resources and sufficient number of breaks which will then fructify engagement and workplace will not lead to the burnout or depletion or the

increased turnover. The authors like Sahi and Mahajan, (2014) also differentiated the concept of commitment and engagement and tried to state in their findings that affective, continuance and also the normative commitment in employees significantly affects the engagement level in employees.

Kang and Busser (2018), Although the relevancy of the role played by employee engagement, the available literature fails to discuss about the factors affecting employees' level of engagement psychologically. In addition to this, research on engagement kept focusing on the work of frontline employees, and obviously ignoring the employee's at managerial level. The authors tried to investigate by testing a model conceptually defining the interrelationships between climate of the workplace or services held, PsyCap, employee's engagement, and intention of turnover. The findings showed that the mediating effects of engagement have an important role to play in the factors tested. SEM was used for examining the hypothesized relationships and a test of invariance was employed for determining the affect of hierarchy in organization taking a sample of employees both at frontline and managerial level. PsyCap and climate of workplace were very crucial when elevating the employee's engagement and also showed a strong impact in the engagement level of managers than the employees at frontline level. Additionally, Kang and Busser, made engagement as a critical indicator, also the authors have filled the gaps in the literature of hospitality industry by extending SET and showed relationship differences among frontline employees and managerial level employees by examining organizational hierarchy between the above two levels which are very important part of the organization.

Future recommendations

The engaged employees always strive towards achieving the goals of the organization and always put an extra effort in the work they are performing. It is easy to get engaged in work they enjoy doing and becomes easy to get employees engaged when they are less engaged in the work but an actively disengaged workforce acts as a threat to the organization which is very important to either change their mindsets or discontinue their service in the organization to save other engaged employees in the long run. The factors like commitment in organization, increased satisfaction level in the organization, their exposure to the learning organization and highly motivated workforce in an intellectual environment or a knowledge driven society will definitely lead to enhancement of engaged employees in the organization. It has also become evident to have large number of engaged workforce to achieve the desired objectives and be at good position in this competitive world.

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