Employee Engagement: The Key to Organisational Excellence

Arun Kumar S.,
Assistant Professor, Department of Management Studies,
J.J. College of Engineering & Technology, Tiruchirappalli
Mobile: 91-99448 14600
Email id: profarunkumars@gmail.com

Abstract: Employee Engagement is a massive concept that traces almost all parts of human resource aspects. This study is based on how to engage the employee in their work place and improve their career development. Every organization must motivate their employees to work and take part in various activities conducted by the organization; if they take part energetically it will build ownership and sense of belongingness.

Key Words: Employee engagement, Organizational Citizenship Behavior, Job Satisfaction, Employee Commitment.
1 Introduction

Employee engagement is a concept that is generally regarded as managing discretionary effort, that is, when employees have choices, they will act in a way that fosters their organization’s interest. Engaged employees attach an emotional bond to the organization that employs them. This is associated with people demonstrating willingness to recommended the organization to others and commit time and effort to help the organization succeed. It suggests that people are motivated by intrinsic factors rather than merely focusing on extrinsic factors. The review stated that engagement with a firm has shown to motivate the employee to work beyond personal factors and work more for the success of the firm.

Employees of an organization must be motivated to work and participate in the various associate engagement initiatives conducted by the organization. Associate engagement initiatives are thus a multiple means of reaching the employees. Organization must ensure that their training is relevant, flexible, timely, measurable and transferable. A “BEST FIT” training solution is paramount. Training can be customized to reflect their company ethics.

2 Need for Employee Engagement:

Most organizations nowadays grasp that it is only an engaged employee who is intellectual and emotionally bound with the organization, feels zealously about his goals and committed towards the value, goes the extra mile beyond the basic job responsibility. Similarly in times of diminishing loyalty, employee engagement is a powerful retention tool. The fact that has a strong impact on the bottom-line adds to its key factor. Engagement is about motivating employees to do their best. An engaged employee gives his company his 100 percent. This is what makes the difference in an industry where most valuable resource of a company walks out of the door every evening. “The quality of output and competitive advantage of a company depends on the quality of its people”, Says Puma Babar, Senior Manager - HR, Flextronics Software System.

It has been proved that there is an intrinsic link between employee engagement, customer loyalty, and profitability. Explains Sunil Kumar, vice president- HR, Vertex, “when employees are effectively and positively engaged with their organization, they form an emotional connection with the company”.

www.eecmbajournal.in | 112
3 Importance of Employee’s Engagement:

Employee engagement is significant due to the following aspects.

- Overcome the fear of change, increase acceptance of new ideas, and create a climate for achievement.
- Enhance personal accountability and self-management skills.
- To discover practical tools for effective goal implementation and sustain growth.
- To determine applicable techniques for motivating yourself and of the organization.
- To develop a “can do” attitude.

4 Cogency of Engagement:

Employees are valuable assets that make the business possible. If things are going right, company will prosper. Companies that have improved their engagement forever also see improvement in 1. Total shareholder return. 2. Customer satisfaction. 3. Sales growth. 4. Safety performance.

5 What’s In It for Employees?

If employees help, the company becomes successful and they can share the upshot. There is personal satisfaction in being part of the company’s success; personal fulfilment from meaningful work and making a contribution.

6 Ways to Improve Employee Engagement:

- Training and Career development
- Effective Management
- Promoting a clear strategic vision
- Communication
- Fair Treatment
- Pay and Benefits
- Co-Operation and Trust

7 How to Sustain It (Techniques):

Three key techniques for engaging employees
1. Message Maps - To communicate clearly, creditable and compelling message to your onlookers.

2. Story Telling – To set to the heart of the organization’s culture, built trust and develop influential new communication platforms.

3. Appreciative inquiry – To construct inspiring and energizing views about the organization.

8 Influencing Factors of Employee’s Engagement:

It is imperative to note that all above factors need to be well balanced against each other. No single factor provides a full sense of the subject by itself.

- Rewards and Recognition
- Learning Management
- Knowledge Management
- Performance Appraisal
- Work place Design
- Employee Retention
- Career Development
- Human Capital Strategy
- Recruitment

➢ Career Development – Opportunities for Personal Development:

Organizations with high levels of engagement provide employees with opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their potential. Companies plan for the career paths of their employees and invest in them.

➢ Leadership – Clarity on Company Values:

Employees need to feel that the core values for which their competencies stand are unambiguous and clear.

➢ Leadership – Respectful Treatment of Employees:

Successful organizations show respect for each employee’s qualities and contribution irrespective of their job level.

➢ Leadership – Company’s Standard of Ethical Behaviour:
A company’s ethical standards also lead to engagement of an individual.

- **Empowerment:**
  Employees want to be involved in decisions that affect their work. The leaders of high engagement workplaces create trust, confidence and challenging environment, in which employees are encouraged to dissent from the prevailing orthodox and to input and innovate to move the organization forward.

- **Image:**
  How much employees are equipped to endorse the products and services provided by their company to its customers depends largely on their perceptions of the quality of those goods and services. High levels of employee engagement are inextricably linked with high levels of customer engagement.

- **Performance appraisal:**
  Fair evaluation of an employee’s performance is an important criterion for determining the level of employee engagement. The company which follows an appropriate performance appraisal technique will have high levels of employee engagement.

- **Pay and Benefits:**
  The company should have a proper pay system so that the employees are motivated to work in the organization. In order to boost his engagement levels the employees should also be provided with certain benefits and compensations.

- **Work Environment – Health, Safety & Friendly Atmosphere:**
  Research indicates that the engagement levels are low, if the employee does not feel secure while working. Therefore, every organization should adopt appropriate methods and systems for the health and safety of their employees. A person’s family life influences his work life. When an employee realizes that the organizations are considering their family’s benefits he will have an emotional attachment with the organization, which leads to engagement.

- **Job Satisfaction:**
  Only a satisfied employee can become an engaged employee. Therefore, it is very essential for an organization to see it that job given to the employee matches his career goals which will make him enjoy his work and he would ultimately be satisfied with his job.

- **Communication:**
The company should follow the open door policy. There should be both upward and downward communication with the use of appropriate communication channels in the organization. If the employee is given an order in the decision making and the right to be heard by his boss then the engagement levels are likely to be high.

- **Mentoring Program:**

  The mentoring program was initiated to facilitate one-on-one interaction with members of the senior management, to serve as the platform for individual Mentoring & Coaching. The mentors are associates who are experienced, familiar with leading IT companies, processes & procedures. These interactions are held regularly as it provides a platform for two way communications between associates and management and will help in taking suitable action for course correction if required.

  It’s not just casual talk: Before the meeting, the mentor is briefed on the employee, employee’s functions, grades, years of services, and the employee’s opinion on various engagement factors like job content, career progressions, etc. The gist of the discussion and action items are recorded by the mentor and also communicated to the mentee.

- **Team Building:**

  Team building is a team activity that facilitates the exchange of ideas and helps in immediate problem – solving, encourages bonding and self developed among leading IT companies, employees. Team Building Focuses on: Employee Involvement, Professional Excellence, Role Enhancement, Learning, Owning Culture, Personal Growth. The Team Building Initiates are in 2 forms of session: Confluence space and Camps

  i. **Confluence Space:** The Confluence space is construed around simulations and games that are imbued with Fun, Reflection, and Dialogue. Some of the key themes include:

  - Exploring and co – creating Organization Culture
  - Exploring Leadership
  - Working within Team, Team Role taking, and Team synergy
  - Induction and Socialization
  - Intra and Inter – team Collaboration versus competition
  - Getting to know each other better
  - Values in Action

  ii. **Camps:** A Camp is
A forum where people collect together and seek improvements in how they work.

A space where people offer ideas and suggestions that are deployed within the work space.

A space where the throughput linkages are defined and negotiated.

A space that creates knowledge and improvement ideas.

A non – hierarchical space, where every idea is respected and listened to stand up meetings, reviewing relationships and link responsibilities between various functions or geographies.

These activities provide healthier result in employee engagement than the once performed by HR department alone. Engaging the employee is not just the duty of the HR department. It also can do it as motivation which can be given along in the process of achieving high performance; all these factors enable the workforce to be more creative and passionate.

9 Conclusion

If we address engagement effectively we have the prospect for,

1. Establishing an environment of continued learning and success
2. Provide a sense of community and team work
3. Capture the individual strengths of employees
4. Grow outstanding managers and supervisors
5. Arrange work to minimize stress and minimize balance
6. Attain Organizational excellence

References:


