

Employee Engagement-New Trend in HRD

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INTRODUCTION:

Employee engagement has emerged as a critical leadership challenge. Organizations can't force, beg or buy the type of workforce performance need to succeed today. As legions of business leaders struggle to boost the return on their human capital and flawlessly execute their latest business strategies, it's no wonder that employee engagement is a top priority. Recognized as a driver of productivity, competitive advantage, customer loyalty and even shareholder return.

Employee engagement is assessed through what is commonly called an "attitude" or "organizational climate" survey. *Higher the level of employee engagement, better the performance of the organization.*

"Engagement {in-'gag-ment} –the extent to which people value, enjoy and

believe in what they do and feel valued for doing it"

The term 'employee engagement' means different things to different organizations. Some equate it with job satisfaction others measure it by gauging employees emotional commitment to their organization, and often engagement and retention are used interchangeably, exploring employee's plans to stay or leave.

ELEMENTS OF EMPLOYEE ENGAGEMENT:

Researches show the committed employees perform better. If we accept the engagement, as many believe 'one step up' from commitment, it is clearly in the organization's interests to understand the elements of engagement. Opinions about, and experience of, many aspects of working life are strongly correlated with engagement levels.

1. Quality of work
2. Pay & Benefits
3. Empowerment
4. Communications & Feedback
5. Grievance handling
6. Career advancement opportunity
7. Organizational culture

A weaving together of these factors or elements of engagement can produce an organizational condition in which both employees and managers make logical or emotional commitments to the organization and to each other and act on the basis of these commitments.

TYPES OF ENGAGEMENT:

Authors define three types of employee's engagement:

1. Intellectual engagement: the level to which an employee is involved in their work and focus on performance improvement
2. Affective engagement: the level to which one feels positively connected to their work.
3. Social engagement: the level to which employees talk or relate with their coworkers.

DRIVERS OF EMPLOYEES ENGAGEMENT:

According to the MAC LEOD report there are four broad drivers of employee's engagement, and they are:

1. Leadership:

'A strong narrative that provides a clear, shared vision for the organization is at the heart of employee's engagement. Employees need to understand not only the purpose of the organization they work for but also how their individual role contributes to that vision' [pg 76]

2. Engaging manager:

'Engaging manager offer clarity for what is expected from individual members of staff, which involves some stretch and much and much appreciation and training.(and) have a very important role in ensuring that work is designed efficiently and effectively' [pg 81]

3. Employee voice:

'An effective and empowered employee voice-employees views are sought out; they are listened to and see that their

opinion counts and makes a difference’

[pg. 75]

4. Integrity:

‘Most organizations have espoused values and all have behavioral norms. If an employee sees that the stated values of the organization being lived by the leaders and colleagues ,a sense of trust in the organization is more likely to be developed and this contribute to the powerful enabler to the engagement’

[pg105]

IMPORTANCE OF ENGAGED EMPLOYEES:

“US businessman loses \$11 billion annually as a result of employee turnover”

-Bureau of National Affair

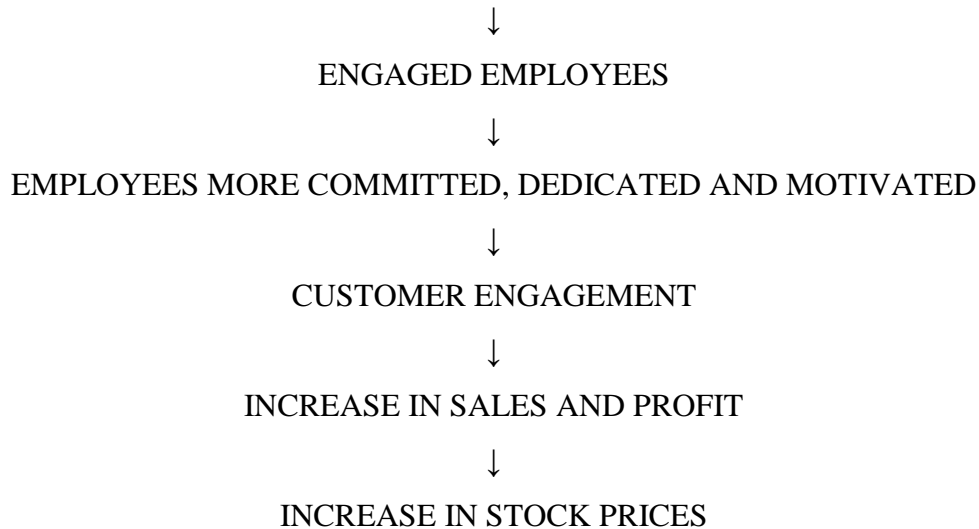
Engaged employees are committed to their organization and its bottom line; have tremendous pride and job ownership; and, on average, demonstrate significantly higher levels of performance and productivity than those who are not engaged.

Now days, employees engagement is more crucial than ever before in any organization for its success and competitive advantage.

Now the question arises as to how to generate an engaged workforce.

One of the studies reveals that a caring manager can ensure a committed and engaged employee i.e. when a manager takes interest in them as a person, care about how they feel and support their well being.

CARING MANAGER AND WORKPLACE ENVIRONMENT



(Source: *DALE CARNEGIE TRAINING WHITE PAPER*)

Employees who are more engaged are more productive because they are motivated beyond their personal factors. They work more efficiently and with the

HIGHER

ENGAGEMENT →

HIGHER MOTIVATION

AND DEDICATION →

HIGHER

PRODUCTIVITY

success of organization in mind. In fact, it has been found that the employees that are highly engaged are twice as likely to be top performer (Taleo Research, 2009)

In simple words, employees who are more engaged are less likely to leave the job. If an employee has no emotional commitment to their job, there are more chances that they will leave the job that

HIGHER

ENGAGEMENT →

COMMITTED

EMPLOYEE →

offers higher remuneration or more flexible working conditions

(Haid & Sims, 2009; Schaufeli & Bakker, 2004)

LOWER

TURNOVER →

INCREASED

RETENTION

HOW TO MAKE EMPLOYEES MORE ENGAGED:

The right working environment leads to a heightened sense of employee and motivation and belongingness for the organization, which in turn leads to enhanced or discretionary effort. Long term engagement of employees start with a healthy and friendly communication environment between employer and employees, as well as between the coworkers.

It is much easier to develop a sense of engagement under the employees by working with them to create a potential career path and area of growth for them by showing the employees their values investment of an organization an “involved employee” can be generated.

“Employee engagement is no longer nicety, it’s a necessity”

CONCUSION:

Employee’s engagement improves the performance by improving the retention, productivity and then ultimately profitability. Engaged employees do care about their organization and work for it with all their efforts and efficiency and ultimately contribute to its success. Such employees hardly leave their jobs and are more loyal to the organization.

In today’s competitive world, it is thus very important to engage employees so as to ensure an organization’s profitability, longevity and competitive advantage.

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