



Employee Engagement- A way to Organizational Success

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Abstract

Employee engagement is the level of dedication and interest an employee has towards his organization and its values. An engaged employee works with others to improve performance within the job for the success of the organization. It is a guide that determines the involvement of a person with the organization. Engaging employees is essential for satisfying and understanding their customers. This has a measurable and direct contact with productivity, talent retention, financial and customer satisfaction. They can help the organization to achieve its mission, execute its policy and generate important business results. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action. The aim of this study is to examine the factors which influence Employee Engagement which leads to Organizational Success. It is based on the secondary data. Engaged employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer.

Keywords: Employee Engagement, Organizational effectiveness, Employee Commitment, Motivation.

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Introduction

Achieving high levels of employee engagement is an important goal for many organizations. Even in the technological development many companies are recognizing that it is people that are really at the heart of what they do. Increasing employee engagement is impossible, without having an understanding of just what it is that fosters the relationship between a person and their place of work. Various studies have outlined some key workplace factors which can effectively make the engagement, satisfaction and the retention of employees. Employees will feel engaged when they find motivation and personal meaning in their work, get positive interpersonal support and also operate in a work environment that is efficient (Bernthal, 2004; Seijits & Crim, 2006). For gaining competitive advantage the ability to attract, engage, developing and retaining talent is more important. Thus companies are competing for talent people who are having high performance and high competence in workplace (Berger and Berger, 2004).

Now competition is global, capital is abundant, ideas are developed quickly and cheaply, and people are willing to change jobs often. The organizations, which are not able to provide a good treatment for their employees, will lose their talented people. So engaged employees may be a key to competitive advantage. Because, they have high levels of energy, enthusiastic about their work and they are often fully immersed in

their job. (Macey and Schneider, 2008; May et al., 2004). Employee engagement considers many well researched ideas such as commitment, satisfaction, loyalty and extra role behavior. An engaged employee extends themselves to meet the organization's needs, takes initiative, reinforces and supports the organization's culture and values, stays focused and vigilant, and believes they can make a difference (Macey, 2006). According to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organizational role. Robinson et al. (2004) defined engagement similar to 'organizational commitment' and 'organizational citizenship behavior' (OCB). It is a positive attitude held by the employee towards the organization and its values. An engaged employee works with others to improve performance within the job for the success of the organization.

Mone and London (2010) defined employee engagement as "a condition of employee who feels involved, committed, passionate, and empowered and demonstrates those feelings in work behavior". The organization must work to develop and look after engagement, which requires a two-way relationship between employer and employee. Now-a-days organization started to look into its internal employee so that they can utilize the human asset to sustain the competitiveness in the industry. Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower employee turnover.

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Factors which influenced Employee Engagement

- **Commitment towards work:**
Engaged employees are those who are attracted by their work and committed to face every challenge to attain their goals. They are dependable and highly productive and therefore accountable for what they do.
- **Recognition:**
Proper rewards and recognitions can motivate them to achieve more and more for their organization.
- **Loyalty:**
Employees who are actively engaged in their work show more loyalty towards the organization. The best part is that they need less supervision to perform their task as they themselves feel liable for their job responsibilities and results attained.
- **Recruitment:**
While recruiting employees organizations enhance their engagement and commitment. Organization recruits those candidates who are best-suited to the job and to organization's culture.
- **Job Designing:**
Job becomes meaningful and attractive to employee as it provides him variety and challenge, thereby affecting his level of engagement.
- **Two way communication:**
The organization should follow the open door policy. There should be both upward and downward communication with the use of appropriate communication channels. If the employee is given a say in the decision making and has the right to be heard by his boss then the engagement levels are likely to be high.
- **Health , Safety and Welfare:**
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, safety and welfare of their employees.
- **Managing Performance:**
Performance management encourages managers to have a focus on roles and responsibilities of employees and to include them in the goal-setting process. It promotes acceptance of challenging objectives, and also recognizes and encourages contributions that exceed expectations. It creates the feeling of being valuable to the organization which in turn helps in engaging the employee.

- **Training and Development programmes:**

Learning new skills may generate renewed interest in such aspects of the job which had not been meaningful earlier. Through training, new and current employees acquire the knowledge and skills they need to perform their jobs.

- **Providing equal opportunities:**

The employee engagement levels would be high if their superiors provide equal opportunities for growth and advancement to all the employees.

- **Career paths:**

Organizations with high levels of engagement provide opportunities to develop employee abilities, learn new skills, acquire new knowledge and realize their potential.

Employee engagement with in a company promotes retention of talent, foster customer loyalty and improve organizational performance. It is also a key link to customer satisfaction, company reputation and overall stakeholder value (Lockwood, 2007). It has a statistical relationship with productivity, profitability, employee retention, safety, and customer satisfaction.

Employee Engagement is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity and importance in the workplace and impacts organizations in many ways. An organization should thus recognize employees, more than any other variable, as powerful contributors to its competitive position. It has been observed that organizations with higher levels of employee engagement do better than their competitors in terms of profitability.

Conclusion

Engaged employees can help the organization achieve its mission, execute its plan and generate important business results. They give their companies crucial competitive advantages including higher productivity, customer satisfaction and lower employee turnover. It should be a continuous process of learning, improvement, measurement and action. The relationship between employee engagement and organizational outcomes would be stronger if better measures are used. Thus, organizations need to understand how different employees are affected by different factors of engagement and focus on those, in order to achieve the strategic outcomes as well as to improve overall effectiveness.

Managers should enhance two-way communication, ensure that employees have all the resources they need to do their job, give appropriate training to increase their knowledge and skill. There must be reward mechanisms in which good job is rewarded through various financial and non-financial incentives. Developing a strong performance

management system which holds managers and employees accountable for the behavior they bring to the workplace. It is found that no single or specific type of factor will be suiting the person or the industry. So it is very much important that all the factors must be considered in doing the employee engagement.

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