

A CONCEPTUAL STUDY ON EMPLOYEE ENGAGEMENT PRACTICES WITH ITS SIX DIMENSIONS

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Abstract

Employee engagement has become a crucial driver for organisational development. As competition intensified employers realized the importance of employee to sustain and grow in the knowledge economy. The driving need today is for business to continue to improve competent employee and productivity in a global environment where continuous changes are making it difficult to compete. This desire to do more is combined with the mandate to work upon employee engagement because the only element left for making this happen are employees.

It is found that employees were more engaged when their leaders provided clear guidelines for job performance, which gave the employees a greater feeling of clarity and control over what they were supposed to do author also added that Engaged workers are more likely to place importance on being able to perform well because their performance matters to them ahead of corporate loyalty.

Key Words: - *Employee Engagement, Organization, Dimensions, Performance, Relationship etc.*

1.1 Introduction

Improving Engagement levels at higher, and maintaining them, takes more time, efforts, commitment and investment. This converts positive attitude of the employee towards the organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the success of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.

According to **Kruse Kevin (2012)** “Employee engagement is the emotional commitment the employee has to the organization and its goals”.

“Employee engagement is an emotional state where employees feel passionate, energetic, and committed to their work. This translates into employees who give their hearts, spirits, minds, and hands to deliver a high level of performance to the organization”.

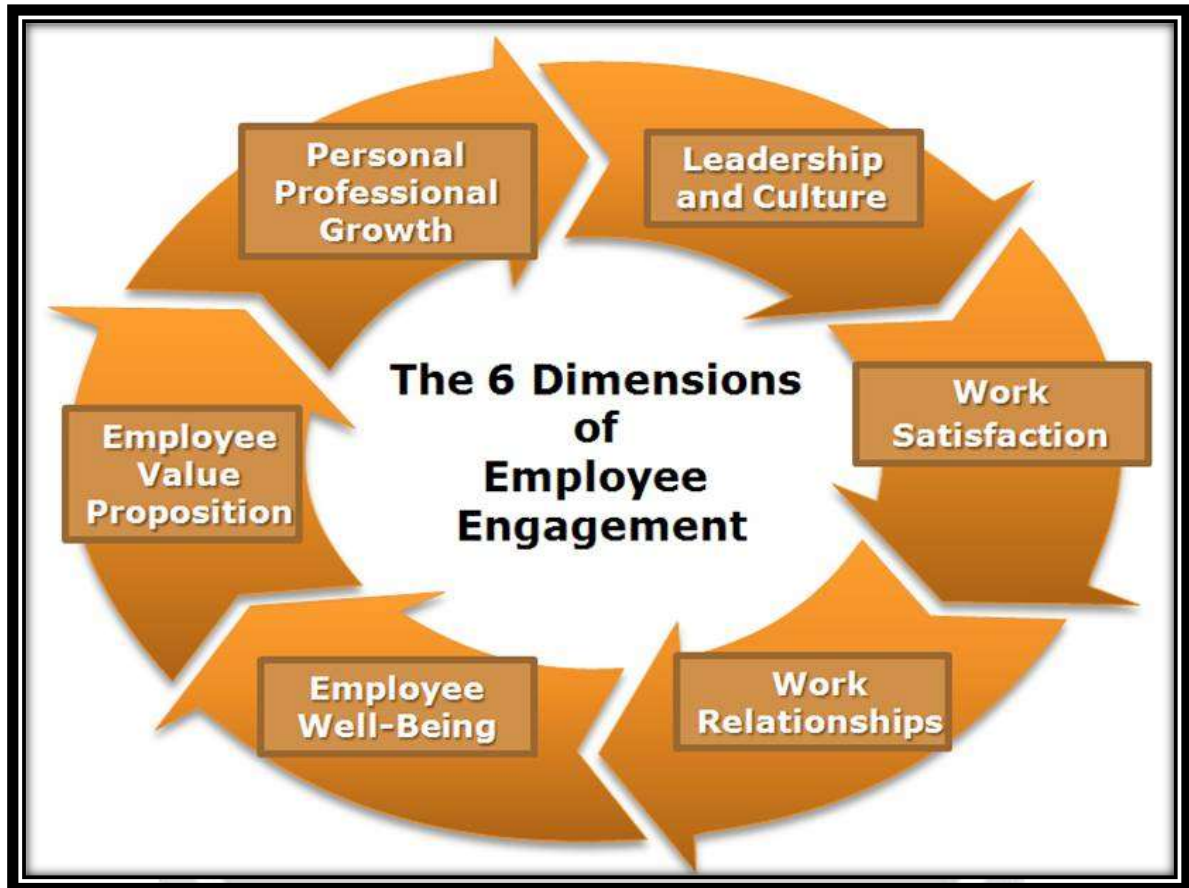
The impact of higher or lower levels of engagement of the workforce can be tremendous, and range in effect from productivity; customer service; innovation; cost management; and ethical behaviour (including fraud and corruption); as well as having great impact on the success or otherwise of the talent management strategy. A strong business case can be built to invest in improving employee engagement.

Employee engagement is one of the latest terminologies that have gained enough attention from business organisations in the process of implementing new employee productivity strategies. Its popularity has caught up so fast that even in the absence of a universal definition and concrete conceptualisation; business houses have begun framing strategies to induce employee engagement **Shanmugam and Krishnaven (2012)**.

Motivated and engaged employees tend to contribute more in terms of organizational productivity and support in maintaining a higher commitment level leading to the higher customer satisfaction. Employees Engagement permeates across the employee-customer boundary, where revenue, corporate goodwill, brand image are also at stake. The concept of employee engagement is a measurement of how happy employees are with their respective jobs, working environment and how efficient their performance levels are? Managing high morale among employees can be of remarkable benefit to any organization, as actively engaged workers are more productive and stay loyal to the company. Organizations with high employee engagement levels are more productive and more

profitable than those organizations with low levels of employee engagement **Mehta and Mehta (2013)**.

1.2 THE SIX DIMENSIONS OF EMPLOYEE ENGAGEMENT



Source: <http://www.managementparadise.com/zariawilder/blog/6052/>

I. Employee Engagement as a Personal Professional Growth

With the advent of globalization, technology revolution has fastened its pace. Engaged employees are capable of propelling organization to new heights of growth. Employee engagement is considered as the most dominant technique for achieving competitive advantage and high performance in any organisation. Employers want to improve employee engagement on grounds that it leads to superior performance, reduces staff turnover and improves the well-being of employees. Engaged employee's value, enjoy and have pride in their work and are more willing to help each other and the organization succeed. It established that high-involvement work practices; techniques used by the management to efficiently involve their employees in their works and receive high performance among employees can contribute in effective

employee engagement. A proper communication channel in place, employee participation and empowerment are very crucial elements of employee engagement. An empowered employee base is considered to be more engaged resulting in improved productivity, motivation level and better aligned with the organizational objectives. Such employees have less or no intention to leave their organization **Khatri and Khushboo (2013)**. **Schoenfelde, Roman** Engaged employees are much more likely to exert additional effort, provide exemplary customer service, and be generally more productive. Companies with consistently engaged employees tend to enjoy benefits such as enhanced customer loyalty, increases in profitability, and higher revenue growth rates. Employee engagement provides the following dimensions of Personal Professional Growth:-

- ♣ Advancement opportunities
- ♣ Opportunities to work on new or interesting projects
- ♣ Employees contribute equally
- ♣ Job preparation – routes, equipment, and communications
- ♣ Have a say in decisions that affect their job
- ♣ Builds Better Relations among employer and employee
- ♣ Increases organisation's strength
- ♣ Builds employee's morale

II. Employee Engagement as a Leadership and Culture

“Values are deeply rooted ideals and beliefs that have a major influence on how individuals approach work and make decisions”. **Hewitt Associates (2009)** Values shape corporate structure, its culture, which defines an organization's competitive advantage in terms of being hard-wearing and adaptive; in attracting and keeping talented people; and in building and sustaining high performance that show up as the following key engagement drivers.

- ♣ Company reputation
- ♣ Managing performance
- ♣ Recognition
- ♣ Brand alignment
- ♣ Career opportunities

- ♣ People HR practices
- ♣ Leadership

A Manager is the Leader of the company, he leads the employees in an effective way that they could 'run for a win' the Market. Leadership at every level is very significant to the functionality, consistency, and performance of the organization. Leaders with loyal followers have a greater chance of attaining exceptional outcomes with employees focused toward one vision. **Gentry Jessie** Company's recognized the importance of employee engagement, focused on goal setting, and implemented initiatives to capture the hearts and minds of their most valuable asset; the employee. Effective leadership accompanied with managerial skills is a combination that can excel employees in performing at a higher level.

III. Employee Engagement as a Work Satisfaction

Employee Satisfaction:

A measurement of an employee's "happiness" with current job and conditions; it does not measure how much effort the employee is willing to expend

Employee Engagement:

"A measurement of an employee's emotional commitment to an organization; it takes into account the amount of discretionary effort an employee expends on behalf of the organization".

In today's uncertain economic climate, both employee job satisfaction and employee engagement are equally important for business sustainability and for employee security too. Engaged employees are emotionally committed to working effectively and efficiently, demonstrating initiative, and expending extra discretionary hard work — and doing so in alignment with strategic priorities to move the organization forward among competitors. It's no wonder that employee engagement has been associated with higher workforce productivity and customer satisfaction as well as lower absenteeism and turnover. **Gallup Employee Engagement Survey** Employee engagement can be helpful to determine what is working and what is not. R can help the organization better manage engagement and ultimately foster motivation, productivity and retention. Without a workplace environment for employee engagement, turnover will increase and efficiency will

decline, leading to low customer loyalty and decreased stakeholder value. **Ram and Prabhakar (2011)** Ultimately, because the cost of poor employee engagement will be detrimental to organizational success, it is vital for top management to foster positive, effective people managers along with workplace policies and practices that focus on employee wellbeing, health and work/life balance.

IV. EMPLOYEE ENGAGEMENT FOR A BETTER WORK RELATIONSHIP

The workplace environment plays a crucial role for the employees. Now a day's employees may have a large number working alternatives, then the environment in workplace becomes a critical factor for accepting and/or keeping the jobs. "Teamwork in organisations refers to a formally established group of employees working towards a common goal and often includes employees assisting and supporting one another and/or undertaking complementary task". The quality of workplace relationships, especially those with supervisors, plus perceived organisational and colleague support can only bring by the employee engagement.

The quality of environment in workplace may simply determine the level of employee's motivation, subsequent performance and productivity. Convenient workplace conditions are requirements for improving productivity and quality of outcomes, the working environment is perhaps a key root causing employee's engagement **Leblebici (2012)**. It was found that interaction was perceived to be the component to have the most positive effect on productivity, and distraction was perceived to have the most negative. As people are the most valuable resource of an organization, and that the management of people makes a difference to company performance.

Organisations measure, build and maintain a culture that encourages employee engagement and delivers a tangible improvement to people and performance. Employee engagement is a two-way relationship, with mutual benefits for the employer and employees. **IPSOS Mori** For employees, engagement is about improving their working lives. For the employer it is about enhancing employee performance and the way they feel and act towards the organisation. Every successful organisations benchmark their performance against other employers nationally and internationally, providing both perspective and inspirational targets.

V. EMPLOYEE ENGAGEMENT FOR A EMPLOYEE WELL BEING

An employee engagement includes little of direct relevance to well-being and reflects a narrow, commitment-based view of engagement. This view focuses too heavily on benefits to organizations. Author suggests that high levels of psychological well-being and employee engagement play a central role in delivering some of the important outcomes that are associated with successful, high performing organisations **Peter, Catherine, Caballero, and Wendy Cooper (2010).**

“A positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. Impact of psychological well-being identifies two broad approaches to the concept. The first broad approach (usually referred to as “hedonic”) associates well-being with the experience of positive feelings (moods and emotions) and factors such as overall life satisfaction. The other, complementary, approach to well-being takes account of the importance of the “purpose” in well-being.

Employees need to find wellbeing inside of work. There are things that they can do outside of work but how they promote and enhance well-being within work is becoming increasingly important as mobile devices makes work portable and 24/7. **Zinger (2012)** they must eliminate toxic workplaces poisoned with a lack of respect or mutuality. They must create a profound wellbeing where people leave work enriched rather than depleted and deadened. Energy comes in a variety of forms: mental, emotional, physical, organizational, and spiritual. We must strive towards mastery of all our energies

Here are five ways to be in still energy for employee engagement

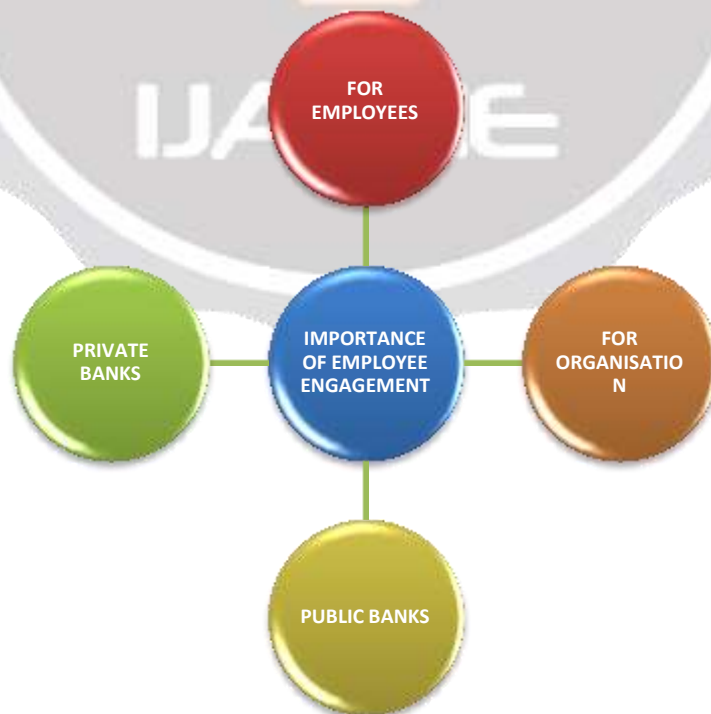
- Power up your engagement through energy
- Energize through high-quality connections
- Mobilize energy and avoid traps
- Walk for just ten minutes
- Ask the number one energy question of yourself and others

VI. EMPLOYEE ENGAGEMENT FOR VALUE PROPOSITION

Organizations to build unique brands of themselves in the eyes of its prospective employees. This essentially means developing a statement of 'why the total work experience at their organization is superior to that at other organizations. The value proposition should outline the unique employee policies, programs, rewards and benefits programs that prove an organizations commitment to people and management development. **Pandita (2011)** an effective EVP enables an organisation to stand out as different but also it ensures that the 'packaging' reflects the 'contents. **Smoothie (2015)** An EVP describes the mix of characteristics, benefits, and ways of working in an organisation. It is the deal struck between an organisation and employee in return for their contribution and performance. An effective EVP can bring organisation significant benefits. According to the Corporate Leadership Council's research, a well-thought through and executed EVP can:

- Improve the commitment of new hires
- Reduce new hire compensation premiums
- Increase the likelihood of employees acting as advocates

1.3 IMPORTANCE OF EMPLOYEE ENGAGEMENT IN VARIOUS SECTORS



Source: Author's compilation

1.3.1 IMPORTANCE OF EMPLOYEE ENGAGEMENT

✓ 'FOR EMPLOYEES'

"Employee engagement is the emotional commitment the employee has to the organization and its goals". This emotional commitment means engaged employees actually care about their work and their company. **Kruse Kevin (2012)** they don't work just for a pay check, or just for the next promotion, but work on behalf of the organization's goals. Engaged employees lead to better business outcomes.

Engaged Employees lead to...

- **Higher service**, quality, and productivity
- **Higher customer satisfaction**
- **Increased sales** (repeat business and referrals)
- **Higher levels of profit**
- **Higher shareholder returns** (i.e., stock price)

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Boutelle Clif (2015) Engaged employees are those valued people who invest themselves in their work and are committed to performing at a superior level.

the importance of employee engagement has been increasing for over 100 years and thus he presents the four traits that engaged employees exhibit are as follows: **Carnegie Dale and MSW**

- ✓ **Enthusiasm**: employees are enthusiastic about work
- ✓ **Empowered**: employees are allowed to do the work their way
- ✓ **Inspired**: employees are motivated by their leaders
- ✓ **Confident**: employees are sure that they can achieve excellence

The global GDP slowing down and organisations facing both old competitors and new market disruptors, business growth depends increasingly on the capacity to attract loyal customers, as well as new ones for that to happen, you first have to win over your own employees: their hearts, minds, creative energy and commitment to your company's shared objectives. **Carvalho Diana Neves (2015)** the evidence shows that, as staff engagement levels rise, companies collect key benefits. Deeply involved employees are more efficient, working longer hours and going beyond what is asked, as per the author's survey it presents that companies with more engaged workers also register a median of 10% higher customer ratings, 22% more profits, a 21% increase in productivity and 41% fewer.

Employee engagement influences many facets within the restaurant industry. One of the major positive outcomes restaurateurs tend to overlook is the power employee engagement has on branding. Keeping employees engaged is one way to ensure they are positively representing the restaurant brand, Engaged employees better serve a restaurant, as they share common goals with management, provide excellent customer service, and will typically hold the same job for a longer period of time. **Jessica (2015)** by ensuring staff is engaged restaurants are more likely to see a growth in profit and customer satisfaction. An employee has the potential to be a restaurant's strongest asset.

In order to compete effectively, employers need to go beyond satisfaction employers must do their best to inspire their employees to apply their full potential and capabilities to their work, if they do not, part of the valuable employees' resources remains unavailable for the company (**Bakker and Leiter 2010**). Therefore, modern organizations expect their employees to be full of enthusiasm and show initiative at work, they want them to take responsibility for their own development, strive for high quality and performance, be energetic and dedicated to what they do in other words companies want their employees be engaged. Companies are trying to increase their performance in order to place their company ahead of the competitors. **Sakovska Maryana (2012)** At some point, satisfied employees, content with their work experience, was a good formula for success, as a satisfied employee, who wanted to stay with a company, contributed to the workforce stability and productivity, companies connected employee engagement with outcomes, which are directly relevant to most businesses: customer satisfaction, productivity, profit, employee turnover and safety at work, increasing employee engagement and building an

environment that helps to foster employee engagement, can significantly increase the companies' chances of success in their business.

CONCLUSION

Finally it conclude that Motivated and engaged employees tend to contribute more in terms of organizational productivity and support in maintaining a higher commitment level leading to the higher customer satisfaction. Employees Engagement permeates across the employee-customer boundary, where revenue, corporate goodwill, brand image are also at stake.

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