EMPLOYEE ENGAGEMENT—AN EVOLVING ORGANIZATIONAL ISSUE

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ABSTRACT

Employee Engagement is a relatively new concept among the businessmen and academicians. Employee engagement is the level of commitment and involvement an employee has towards his organization and its values. It is an employees’ positive or negative emotional attachment to their job which has a direct influence on the organizations performance. In order to have engaged employees’ managers need to devise strategies that encourage hard work and keep success stories alive. It takes into account the amount of discretionary effort an employee expends on behalf of the organization. This article aims in understanding the concept, drivers and impact of employee engagement on organizational performance.

Key words: Employee engagement, commitment, involvement, discretionary effort, organisational performance,

INTRODUCTION

Employee engagement is the level of commitment an employee has towards their organization and its values. An engaged employee has a good understating of the business of the organization and works hard as a team with other employees to improve performance within the job for the benefit of the organization. Kahn (1990 p.694) defined employee 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. Kahn (1990) suggested that employee engagement would positively impact on organizational level outcomes. The organization must work to develop strategies to nurture engagement, which requires a two-way relationship between employer and employee. It is a measure of level of association of a person with the organization.

The organizations on the whole benefit from employees that are committed, loyal, productive and engaged. Highly engaged employees go above and beyond the core responsibilities outlined in their job descriptions, innovating and voluntarily willing to give their time and energy to support the organizational values.

CONCEPT

The concept of employee engagement is relatively new in HRM. Robinson et al. (2004) define employee engagement as “a positive attitude held by the employee towards the organization and its ale. An engaged employee is aware of business context, and works with colleagues to improve performance within the ob for the benefit of the organization. Gallup organization defines employee engagement as the involvement and enthusiasm for work. Gallup as cited by Dernosek (2008) likens employee engagement
to positive employees’ emotional attachment and employees’ commitment.

**Categories of employee engagement**

According to Gallup there can be three different types of employees.

**Engaged**-These are the ‘builders’ who know the desired expectations for their role and perform at consistently high levels. They are passionate and drive innovation and improved organizational performance.

**Not Engaged**-These employees tend to concentrate on tasks rather than goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They tend to feel their contributions are being overlooked because they don’t have productive relationships with their managers.

**Actively disengaged**- These are “cae dwellers” They are not happy at work and spread negativity among coworkers. They cause great damage to the functions of the organization.

**EMPLOYEE ENGAGEMENT STRATEGIES**

The following different types of managerial interventions and strategies could be adopted by the managers in order to have engaged employees in their organizations:

1. Effective recruitment and orientation programs are the first building blocks to be laid since the day one of the employee. Managers need to ensure role-talent fit when placing an employee in a certain position and make efforts to retain the talent in the organization.

2. Employee engagement requires dedicated heart and action oriented service starting from the top management by being an example.

3. Managers should promote **two way communications** to promote engaged workforce.

4. Managers should **encourage independent thinking** and give opportunities for development and advancement.

5. Managers should ensure that employees have all the resources they need to do their jobs.

6. Managers should help employees update themselves increasing their knowledge and skills by imparting appropriate training.

7. Companies should have **strong feedback system** and put energy in improving the difficulties being faced by the employees.

8. Managers should work out both financial and non financial incentives for employees who show more engagement in their jobs.

9. Companies should promote a **strong work culture** in which the goals and values of managers are aligned across all work sections.

10. Management should focus on high performing employees and as a result lead to improvement in performance of the organization.

**CONCLUSION**

The concept of employee engagement that evolved in the recent decade is a positive attitude held by the employees towards the organization and its values. It emphasizes the importance of employee the success of a business. An organization should thus recognize employee more than any other variable as powerful contributor to company’s growth. Employee engagement should be viewed as a continuous process of learning and improvement. Employee Engagement is the buzz word term for employee communication. It is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, use and importance in the workplace and impacts organizations in many ways. Employee engagement emphasizes the importance of employee communication on the success of a business. An
organization should thus recognize employees, more than any other variable, as powerful contributors to a company's competitive position. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action. This is a preliminary work which further needs to be strengthened with empirical studies to give a complete insight on employee engagement among employees in an organization.

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