

EFFECTING EMPLOYEE ENGAGEMENT FACTORS

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Abstract- The paper deals with the factors which influence employee engagement. This paper is based on the reviews of the previous old paper. The paper is based on the secondary data. The source of the information has been taken from the previous articles, journals, text books on the employee engagement. The descriptive method is used to explain the factor of employee engagement. The paper focuses only the factors like feedback, Rewards, Reorganization, and Leadership etc. which influence the Employee Engagement.

Index Terms- Employee engagement, Feedback, communication, leadership.

I. INTRODUCTION

In recent years, there has been a great deal of interest in employee engagement. Along with engaged technology and streamlined work processes gaining employee's discretionary effort, so called engagement, may be one of the most effective ways to improve productivity and improve business results. In India, career opportunities are a key driver of employee engagement, clearly reflecting the ambitions and aspirations of a restless and demanding workforce that is keen to ride the growth wave. As a result, organizations that are able to manage employees' career aspirations and provide them with opportunities for growth and development will have a more engaged workforce.

Mercer an HR consultancy firm conducted a study covering employees from 22 countries to identify trends and perceptions at workplace. The study notes that the base pay was an important driver, employees across Asia assign very high ranks to workplace factors like type of work and promotion opportunities. Workers in France and India cited the type of work as the strongest driver of engagement. Employees across the world consider a healthy work life balance an important driver of engagement, excepting the workers in India and China.

In today economic downturn situation, organization started to look into its people asset –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 (Robert, 2006).

Employee Engagement is the extent to which employee commitment, both emotional and intellectual, exists relative to accomplishing the work, mission, and vision of the organization. Engagement can be seen as a heightened level of ownership where each employee wants to do whatever they can for the benefit of their internal and external customers, and for the success of the organization as a whole.

While it is possible to measure engagement itself through employee surveys, this does not assist in identifying areas for improvement within organizations. There are a range of factors, known as drivers that are thought to increase overall engagement. By managing the drivers, an organization can effectively manage engagement levels of its employees

II. ORIGIN

Kahn (1990) was the first researcher to posit that engagement means the psychological presence of an employee when executing his organizational task. Kahn tried to discover the psychological Circumstances essential to justify moment of individual engagements and individual disengagements amid employees in diverse conditions at work. He applied the observation techniques and interviews to accomplish a qualitative research of individual engagements and disengagement at work of 16 counselors of a summer camp and 16 employees of an architectural firm. He established that individuals portray upon themselves to a changeable extent at the same time as executing job roles with the obligation of presence; cognitively, emotionally and physically in different tasks they carry out; noting that the employees could decide to retreat or disengage from their job roles and organizational tasks.

Employee engagement, also called worker engagement, is a business management concept. An "engaged employee" is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests. According to Scarlett Surveys, "Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform at work"

According to the Gallup the Consulting organization there are there are different types of people:-

Engaged--"Engaged" employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward

Not Engaged--Not-engaged employees tend to concentrate on tasks rather than the 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 focus on accomplishing tasks vs. achieving an outcome. Employees who are not-engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their Coworkers. Actively Disengaged--The "actively disengaged" employees are the "cave dwellers." They're "Consistently against Virtually Everything." They're not just unhappy at work; they're busy acting out their unhappiness. They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged coworkers accomplish.

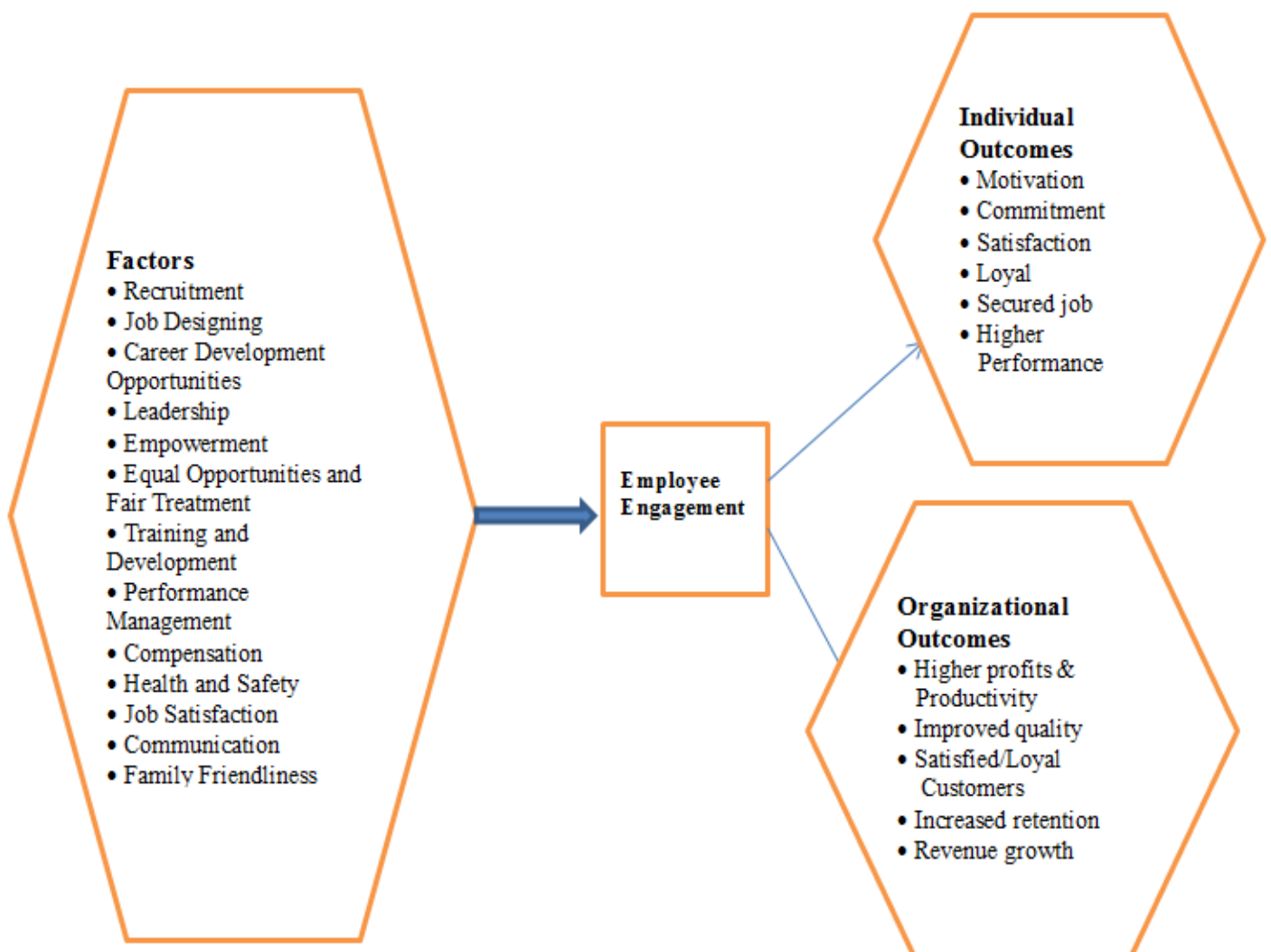
III. HR ROLE VITAL IN KEEPING EMPLOYEE ENGAGEMENT HIGH

Today organizations have become lean. That is due to the market conditions and new business processes coming into play. We find the new organizational set up has led to leaving some of the executives over worked. The Pareto principle seems to still stick around - 'the vital few and trivial many is' plaguing organizations even now.

This means that only 20 per cent of the work force in a company is fully and actively engaged and the rest are in different levels of engagement. Employee engagement remains an area that throws up new challenges to managers. Why does this happen, should be the question every manager must analyze and implement solutions that can bring a turnaround in the mind set of those employees who are not actively engaged.

The reasons for teams and people in them not delivering their best can be many. These reasons may also vary from time to time. So it is necessary that the HR manager monitors teams and individuals by interacting with each team's manager. HR plays a very crucial role in keeping the employees engaged. A survey has revealed that only a four percent of HR senior managers concentrate on employee engagement. But on the other hand 90 per cent of these managers were highly concerned about 4.

Figure 1: Factors and Outcomes of Employee Engagement



IV. FACTORS LEADING TO

Source from Bijaya Kumar Sundaray 2011, **Employee Engagement: A Driver of Organizational Effectiveness**, *European Journal of Business and Management*, ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol 3, No.8, 2011

V. EMPLOYEE ENGAGEMENT

Studies have shown that there are some critical factors which lead to Employee engagement. Some of them identified

Recruitment: The recruitment and selection process involves identifying potential employees, making offers of employment to them and trying to persuade them to accept those offers. The messages organization conveys while seeking to attract job applicants also can influence future employees' engagement and commitment. While recruiting employees for desirable jobs, organizations enhance their engagement (by maximizing the person-job fit) and commitment (by providing growth and advancement opportunities to employees in return for their loyalty). To enhance engagement organizations identify those candidates who are best-suited to the job and to organization's culture.

Job Designing: Job characteristics encompassing challenge, variety and autonomy are more likely to provide psychological meaningfulness, and a condition for employee engagement. Job becomes meaningful and attractive to employee as it provides him variety and challenge, thereby affecting his level of engagement.

Family Friendliness: A person's family life influences his work life. When an employee realizes that the organization is considering his family's benefits also, he will have an emotional attachment with the organization which leads to engagement.

Health and Safety: 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.

Job Satisfaction: Only a satisfied employee can become an engaged employee. Therefore it is very essential for an organization to see to it that the 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.

Employee perceptions of job importance – "An employee's attitude toward the job's importance and the company had the greatest impact on loyalty and customer service than all other employee factors combined."

Employee clarity of job expectations - "If expectations are not clear and basic materials and equipment are not provided, negative emotions such as boredom or resentment may result, and the employee may then become focused on surviving more than thinking about how he can help the organization succeed."

Career advancement/improvement opportunities - "Plant supervisors and managers indicated that many plant improvements were being made outside the suggestion system, where employees initiated changes in order to reap the bonuses generated by the subsequent cost savings."

VI. CONCLUSION

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. Communication is very much important in every sector, leader, compensation, Rewards & Recognition is important for development of employee engagement. The human being are more of subjective in the way they think and execute the work, the change is the only one factor that is constant among the human beings.so all custom made factor is not their which influence the employee engagement. It keeps on changing on time to time and industry to industry.

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