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Human Resource Management - Employee Engagement

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Abstract:

Importance of Human Resource Management is growing day by day and employee engagement is a very important part of it to keep employees intact and involved with the organisation. In this article researcher has tried to put forth the concept, need, methods of employee engagement, case studies by referring various articles and putting his/her own thoughts about it. This is an innovative area where organisations can try new ways according to their own experience but also it is important to follow the tried and tested methods which are proven.

Keywords: *Employee engagement, methods of employee engagement, case studies.*

INTRODUCTION:

In today's world Human Resource management is one of the most important branches of Management. Finding the right person at the right place and retaining him is one of the most challenging tasks, taking into consideration the opportunities available around.

Also, one of the most important factors of Human Resource Management is 'employee engagement'. It is not only important that an employee comes to work, does his job and goes home. But it is more important that he should be equally involved in the day-to-day activities, feel connected to the organization and have the zeal to work

The organisation culture and environment is important for the dedication, taking responsibilities and increasing productivity. Employee engagement is one of the factors which needs attention. Every type of organisation can think about the various ways to keep employees engaged. It

might be as simple as celebrating his/her birthday to be as big as giving him the highest responsibility.

Objectives:

- 1) To know the concept of employee engagement
- 2) To know the importance of employee engagement
- 3) To study the methods used to engage employee
- 4) To know the tools to know the level of employee engagement

Concept:

Employee engagement is defined as employees' emotional investment in their work – in terms of the passion they put into their work and the motivation they feel to do their job well.

Simon Sinek, the author of "Start With Why," (sinek) describes employee engagement in the simplest of terms: "When people are financially invested, they want a return. When people are emotionally invested, they want to contribute." (sinek)

There are three types of employees in reference to engagement -

Engage employees:

These employees are found to be loyal, focused, enthusiastic and they are committed to personal as well as organisational growth. Highly engaged people are found to have close relationships with their colleagues, also they have a clear sense of commitment. They are willing to continuously learn something new and they look forward for organisational development.

Disengaged employees:

These are found to be complacent, they lack initiative, they have increased absenteeism and they lack participation. These employees are not only unproductive but they also create a negative environmental at the workplace. They value the job only because they get a pay check at the end of the month

Actively dis-engaged employees:

They are found to be dishonest; they give very less output on the work. They are also found to demotivate other employees and they openly express dissatisfaction with the workplace.

Importance of employee engagement:

1) Engaged employee's increases productivity:

Employees who find the culture inviting, feel good about their contributions to the organisation, are proud of their work for the company have a feel-good factor which boosts the moral of the employees and increases the productivity

2) Employee engagement increases customer satisfaction:

The employees who are passionate about their work are definitely going to put their best foot

forward to satisfy the customers and help them to their maximum extent and this gives customer satisfaction a boost.

3) Best employees are retained:

The engaged employees are less likely to quit the job and go finding other jobs. If they are happy with the organisations environment they will show their own enthusiasm to continue in the present job so this builds loyalty and also best people are retained which helps organisation in the long run.

4) Employee engagement enhances company culture:

There are various activities being carried out for keeping people engaged it builds a very positive and vibrant environment which enhances the company culture and it also maintains the company's values and creates a positive environment.

5) Engagement is a symbol of success:

Even if it is a not technically a business success but it is definitely result of team success or HR management success and ultimately positive employee engagement helps to increase the profitability. Study of Gallup suggests that the behaviour of highly engaged employees increases the profitability by 21%

Who is responsible for employee engagement?

The onus of planning engagement activities rests in the HR planning's and strategies. It is the job of HR department to find out new strategies to keep employees engaged at various points of their career and situations.

Of course employee engagement is a two way process even if the onus lies on the HR department it also depends on the nature of employee how positively he wants to get engaged in whatever efforts organisation is taking on them.

When does the employee engagement begin?

The employee engagement begins once the job of the employees starts and continuous till the retirement or exit.

Following are some of the ways or methods to keep an employee engage:

1) A smooth sailing start of the job:

Once the employees are recruited and he begins the process of his boarding. He gets the glimpse of the organisations culture. At this phase it is important to give him a confidence of good communication channel. Also, here within sometime he decides whether he wants to pursue a long-term career here or not. It is important that employees get enough time to master their work before they go to the actual practical work, this builds confidence in the organisation also.

2) Positive work culture:

Culture is a very important part of keeping the employees engaged. Positive work culture has a very long-lasting impact on the employees. Following are the points to maintain positive work culture -

- 1) Share company goals
- 2) Tell the employees what is expected from them
- 3) Tell them how their contribution is going to help the organisation
- 4) Freely communicate
- 5) Freedom to manage the task on their own
- 6) Respectful treatment is a must for any employee
- 3) Learning opportunities and future growth -

Organisation should provide learning opportunities to the employees. Only then they will think of the growth of organization. The employees need to be given a road map of how he has opportunities for growth in the organisation. Also, he has to be assured that he can go to the highest position if shown talent and growth

4) Wellness initiatives:

Nowadays stress has become a very common problem in all kinds of workplace especially in this competitive world. The organisation should show care to the employees by arranging various activities for stress management here whatever the organisation does sky is the limit. The they can go as per the requirements.

It can include things like providing

- Smart fitness bands
- Quality footwears
- Yoga class
- Pranayama class
- Gyms at workplace
- Meditation breaks
- arranging health check-up's regularly for the employee and their family

5) Flexibility:

The employees like flexible approach from the organisation. They want flexible working hours also post pandemic and lockdowns employees want an option of working from home and being connected through online platforms. Employees have a good creativity when given flexibility is offered.

6) Rewards and Recognition:

Every employee likes to be recognised for his work and contribution. Employer should

recognise they employee's contribution by giving them rewards awards, appreciating them on social media arranging award function etc.

7) Activities with personal touch:

Many companies undertake activities like birthday celebrations, arrangement of trips, having fun Fridays, arranging games, celebrating Diwali party, new year's party, celebrating personal milestones like marriage etc. This builds a great sense of bond among the employees as well as all employees feel that they are special and their own personal milestones matters to the organisation hence they also emotionally get attached and get involved in organisational activities

Measurement of employee engagement:

Following are some of the popular methods to measure employee engagement –

1) Pulse survey -

It is a survey carried out by the organisation maybe once a week or every 2 weeks or once a month. Here a short and regular set of questions are sent to employees to provide useful information on employee satisfaction and engagement. This gives them an updated feedback of the views of the employees and the issues they are facing at present

2) Sentiment Analysis –

This is a technique where the sentiments of the employees are collected on the basis of some data and from that a feedback is got.

The collection of the employees' data is based on -

- Text from the ongoing feedback checks
- Diary notes
- Comments feedback on entering and exiting probationary period
- Work reviews updates
- comments on achieving goals records and many more

3) Employee net promoters score –

Here this is a measure to judge the employee loyalty. They are asked how willing they are to promote the organisation as a place to work. This gives a picture of employee engagement.

4) One on one meetings –

Technology has its limitations and there is nothing which can give a proper feedback then face to face meetings. Here there is an interaction on specific issues, personal issues suggestions, thoughts and in general the mood of employees' engagement. Everything is judged through this meeting. usually, this meeting is conducted once in a month

5) Exit interviews –

An exit interview is a feedback which is given by an employee while leaving the job he can

also tell many things to improve the employee engagement in the organisation and what was his level of engagement.

(Lalwani)

Case studies -

1) A young company with 300 employees CB insights provides of \$1000 to pursue education to employees. It is observed that organizations who focus on education and career development of employees are more likely to have engaged employees.

2) Google offers different perks to its employees –

- Chef-prepared free organic food (breakfast, lunch, and dinner);
- Free dental and health check-up;
- Free and unlimited dry cleaning;
- Subsidised massages;
- Several ping pong, video games stations;
- On-site physicians;
- Gyms/swimming pools memberships;
- Free haircuts from professional hairdressers;
- In-house nap pods;
- Death benefits to deceased employees' families, and;
- Hybrid car subsidies.

Google offers lots of freedom to work in the most suitable way -

Google also had conducted some laboratory test to find out the productivity of the employees they had 700 participants who were given free drinks, fruits, chocolates and shown comedy movie clip also family tragedies of employees were discussed. After this survey they found out that happiness is the reason for 12% more productivity.

Google also allows the employees to design their own desk and workstations and this gives them a special feel when they go to work;

One of the surveys of future where place is found out that one of the most important reason for not having good employee engagement is employed burn out and if employees are burden with tasks, then incomplete work and hampered innovation is the result.

Conclusion:

In today's competitive world employee retention is a very challenging task because loyalty plays a very important role in building an organisation and in this employee engagement strategies followed by the organisation plays a very important role. The strategies help the employee to feel motivated and connected especially emotionally to the organisation and this in return raises is

productivity which is ultimately fruitful for the profit margins of the organisation. The case studies also show which type of employee engagement strategies are adopted by companies that are found them to be successful. Above methods suggested can be used in all types of organisations however big or small.

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