

Employee Engagement How Influence The Employee Performance

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Abstract- *Employee engagement touches almost all parts of human resource management. The employee engagement is built on the foundation of earlier concepts like organizational citizenship behavior, job satisfaction, employee commitment. It encompasses these concepts employee engagement in broader in scope. Engaged employees are constantly attached to their organization and highly involved in their job with great enthusiasm going the extra mile beyond the employee contractual agreement.*

Keywords- employee engagement, employee commitment, organizational citizenship behavior, job satisfaction.

I. LITERATURE REVIEW

In the academic literature, employee engagement has been defined in different ways. Kahn (1990, p.694) defines personal engagement as “the harnessing of organization members” selves to their work roles. In an engagement, people employ and express themselves significantly, cognitively and emotionally during role performance. Personal disengagement refers to the disconnection of persons from work roles; in disengagement, people withdraw and defend themselves physically, cognitively or enthusiastically during role performance (p.694). According to Kahn (1990.1992), engagement means psychologically present when occupying and performing an organizational role.

According to Nelson and Simmons 2003 engagement has been defined more completely as when employees feel positive emotions about their work discover their workload to be manageable and have hope about the future of their work.

Employee engagement predicts employee outcomes, organizational success, and financial performance Baumruk 2004; Bates 2004; Harter et al. 2002; Richman 2006)

Studies conducted by Gallup organization shared that about 20% of U.S employees are disengaged, 54% are neutral in their work and 26% are effectively engaged (Flaming, Harter, Coffman 2005)

According to Towers Perrin 2006, the survey used data collected from more than 85,000 employees from 16 countries found that overall 24% of employees worldwide are disengaged, 62% of employees were moderately engaged and only 14% of employees were highly engaged.

This study showed the workforce of employee between different countries in the percentage of highly engaged, with Mexico (40%) and Brazil (31%) being on the high end, the United States (21%) and Canada (17%) in the middle and Europe (11%) and Asia (7%) at the low end. The engagement level across countries conclude that examining cross-cultural differences in employee engagement is an opportunity for further research.

II. INTRODUCTION

Managers in an unambiguous manner agree that this century demands more efficiency and productivity than any other times in history .businesses are striving to increase their performance. Total quality management (TQM) and business process reengineering (BPR) still being used as tools for management in their effort to plan, execute and control of the desired changes in the operational quality.

Employee engagement as a concept is patulous. From twentieth century onwards, concepts like employee commitment and organizational citizenship behavior (OCB) started to appear that efficiency and productivity lie within the employee's ability and commitment .this article limits itself to discuss only the basic concepts of employee engagement based on recent literature. It has four major section. Firstly the article explores the evolution of the concept and how it differs from the earlier concepts like commitment, organizational citizenship behavior (OCB) and job satisfaction. Secondly, the article discusses the drivers leading to engagement. Thirdly, it details the business outcomes such as profitability, company growth, and customer satisfaction. Finally, the article specifies strategies the companies should take up to keep employees engaged in their jobs.

III. PROBLEM STATEMENT

The organization concentrates more on employee engagement and HRD professionals play an important role in the development of engagement strategies. HRD specialists who have well-researched, effective and meaningful approaches to creating, building and maintaining employee engagement and practitioners was needed by the organization. Organizational performance is increased by the successful development of employee engagement.

IV. ENGAGEMENT AS PSYCHOLOGICAL STATE

OLD WINE IN NEW BOTTLES

Engagement as a psychological state has several related ideas representing some form of absorption, attachment, and enthusiasm. The measures of engagement have a mixture of items representing one or more of the four different categories. Organizational commitment, job satisfaction, psychological empowerment and job involvement. We review some state of engagement, especially with regard to the effect of that state. The clarity of thinking and research about engagement have evolved more clear and detailed. So it reflects an increasingly value on absorption, passion and effects and less value on satisfaction and maybe job involvement and organizational commitment.

V. INTEGRATING PERFORMANCE MANAGEMENT AND EMPLOYEE ENGAGEMENT

Goals are extremely important for initiating the employee engagement process because goals stimulate energy, focus and intensity or feeling of engagement. The attachment of engagement cannot occur without a specific purpose or objective (Macey et al.2009).

In their analysis of how to promote engagement, Schaufeli and Salanova (2007) suggest a three-step process for ensuring clear mutual expectations between an organization and an employee. First, inquire about the employee's values, preferences, and goals. Second, draft an employee development agreement (EDA) that incorporates these goals and assure the organizational resources. Third, monitor the EDA in terms of achievement of goals and resources as necessary.

VI. EVOLUTION OF EMPLOYEE ENGAGEMENT

The employee engagement is comparatively new for HRM and appeared in the literature for nearly two decades (Rafferty, Maben, west and Robinson, 2005; Melcrum publishing, 2005; Ellis and Sorenson, 2007).

The two concepts in which the employee engagement comes from and have been the subjects of empirical research – commitment and organizational citizenship behavior (OCB) [Robinson, Perryman and Hayday, 2004; Rafferty et al., 2005]. Employee engagement has relationships to and overlaps with the above two concepts.

VII. DRIVERS OF EMPLOYEE ENGAGEMENT

Penna (2007) researchers come with a new model they called “Hierarchy of engagement”. Which resembles Maslow’s need hierarchy model. Development Dimensional Internation (DDI), (2005) states that a manager must do five things to create a highly engaged workforce. They are:

- Align efforts with strategy.
- Empower.
- Help people grow and develop.
- Promote and encourage teamwork and collaboration.
- Provide support and recognition where appropriate.

VIII. EMPLOYEE ENGAGEMENT AND ORGANISATIONAL PERFORMANCE

Why should companies invest in employee engagement? The answer is because employee engagement is interwoven with important business outcomes.

The relationship between employee engagement and organizational performance studies have found positive. Research also mention that engagement is positively related to customer satisfaction (Coffman, 2000; Ellis and Sorenson, 2007; Towers Perrin talent report, 2003)

Engaged employee correspondingly demonstrates three general behaviors which improve organizational performance:

- Say-the employee advocates for the organization to co-workers, and refers potential employees and customers
- Stay-the employee has an intense desire to be a member of the organization despite opportunities to work elsewhere
- Strive-the employee influence extra time, effort and initiative to contribute to the success of the business (Baumruk and Gorman, 2006)

IX. EMPLOYEE ENGAGEMENT STRATEGIES

The evolution of employee engagement has been already discussed and the factors that affect it and importance

of employee engagement. Explaining how it is linked to business performance.

In order to keep engaged employees in any organization, managers need to follow some ten points we can call these points “tablets” because it is believed to cure employee disengagement diseases.

Take these ten tablets:

Start it on day one: Most organizations have clear new talent acquisition strategies. Effective recruitment and orientation programs are the first building blocks to lay on the first day of the new employee. The new employee should be given an orientation related to company mission, vision, values, procedures, and policies such as his/her job duties and responsibilities.

Start it from the top: employee engagement requires responsibility commitment through establishing the clear mission, vision, and values. The people at the top believe in it, own it, pass it down to the managers and employees and enhance their leadership.

Develop employee engagement through two-way communication: managers should promote two-way communication. Lear and consistent communication of what is expected of them pave the way for engaged workforce share power with your employees to feel the sense of belongingness thereby increasing their engagement.

Give reasonable opportunities for development and advancement: encourage independent thinking through giving them more job autonomy. So that employees will have a chance to the best way of doing their job so long as they are producing the expected result.

Confirm that employees have everything they need to do their jobs: managers are expected to make sure that employees have all the resources such as physical, (or) material, financial and information resources in order to effectively do their job.

Give employee appropriate training: appropriate training helps employees to update themselves increasing their knowledge and skills. Generally, it is understood that when employees get to know more about their job, their confidence increases by work without much supervision from their prompt managers which in turn builds their self-efficacy and commitment

Have strong feedback system: companies should develop a performance management system that indicates the level of engagement between managers and employees. A survey is conducted to finalize the employee engagement level and to determine all factors that driving engagement in the organizations.

Incentives have a portion to play: Several management theories indicated that when employees get more pay, recognition, and praise, they tend to exert more effort into their job. Managers should work out both monetary and non-monetary benefits for employees who show more engagement in their jobs. There should be an understandable link between performance and incentives given to the employees.

Build a unique corporate culture: companies should promote a strong work culture in which the goals and values of managers are aligned across all work sections. Companies, by keeping achievement stories will not only keep their existing employees engaged but also they baptize the new incoming employees with this contagious spirit of work culture.

Focus on top-performing employees: a study conducted by Watson Wyatt Worldwide in 2004/05 on HR practices of 50 large USA firms shows that high-performing organizations are focusing on engaging their top-performing employees. According to the findings of this research, what high performing firms are doing is to fulfill the needs of top-performing employees and this reduces the turnover of high-performing employees and leads great business performance.

X. CONCLUSION

Most studies proved that feeling valued by management, communication between management and employees, management’s interest in employees give more opportunities for employees to grow. They are the top drivers of employee engagement.

The literature mention that employee engagement is closely linked with organizational performance outcomes. Various researchers’ findings suggest their own strategies in order to keep employees engaged. Here in this article the strategies called “the ten tablets” were suggested to keep employees engaged.

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