

A cram on Employee Engagement in the direction of Organizational Development

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Abstract

Employee Engagement is a concept gaining significant importance in the past 10 years. Organization today use engaged employees as a tool for strategic partner in the business. The concept of employee engagement has now gained even more importance, since many drivers have been identified, which impact employee performance and well-being at workplace. As companies across industries strive to survive and rise above the stiff competition, physical and mental well-being of employees will be one of the important aspects that HR managers need to tend focus on. Hence, employee engagement is today seen as a powerful source of competitive advantage in the turbulent times. The study explores the concept of employee engagement and also throws light on key drivers of employee engagement by analyzing specifically three drivers, namely communication, work life balance and leadership. This study will also analyze how these drivers impact the level of employee performance and wellbeing at workplace of the employees. The available literature on drivers of employee engagement indicates that there is paucity of literature on these three drivers and their impact on employee engagement. Thus, we focused on these three specific and less researched drivers

Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place. Basically, Employee satisfaction is a measure of how happy workers are with their job and working environment. In this paper various variables responsible for employee satisfaction has been discussed such as Organization development factors, Job security factors, Work task factors, Policies of compensation and benefit factor and opportunities which give satisfaction to employees such as Promotion and career development also has been described. This paper also deals the various ways by which one can improve employee satisfaction.

Keywords: Employee satisfaction, Employee Engagement; Human Resources, Performance, Work Life Balance, Communication.

I INTRODUCTION

Employee Engagement is a workplace approach resulting in the right conditions for all members of an organization to give their best each day. Employee Engagement is based on trust, integrity, a two-way commitment and communication between an organization and its members. It is an approach that increases the chances of business success, contributing to organizational and individual performance, productivity and well-being.

From an employer's point of view, employee engagement is concerned with using new measures and initiatives to increase the positive emotional attachment felt and therefore productivity and overall business success. An engaged workforce produces better business results, does not hop jobs and more importantly, is an ambassador of the organization at all points of time.

Engaged employees are perceived to form a part of an organization's brand and an engaged, happy workforce can have a knock-on effect on customer retention, recruitment of key talent and the ability to attract new customers in a world where a company's values are crucial to the consumers.

The definitions, as seen, focus on the employer as well as the employee. Today's millennial workforce is more informed, connected, willing to work given learning opportunities. Personal growth, opportunities to learn and explore is becoming a primary driver. Equity more than pay is a driving force. Catering to the changing needs to foster engaged employees is the need of the hour.

In the last two decades there has been significant change in the culture of many organisations, a shift in the way employees is valued and treated and recognition of the impact employees have on business success. Most organisations attempt to create a culture and environment that reflect their values, mission and goals and some actively focus on engaging their employees as a key driver of success. My area of expertise is 'culture change', I have spent 14 years within an organisation driving it and another 15 years working with large organisations to promote it. I have worked with organisations to develop their leaders' understanding and belief in the importance of inspiring, including, developing, and engaging their employees and I have supported them to create a culture where people want to come to work, are enthused and inspired, feel proud of their company and take accountability and ownership for the business as if it were their own. Of course, the term 'culture change' could mean any change in organisational culture, from recruitment strategies to working from home, but what 'culture change' meant to the organisations I worked with was in fact 'employee engagement' and the reason they have been so successful in engaging their employees is because they invested the time, energy and commitment to create a change in their culture.

Employee engagement isn't a quick fix and it can't be accomplished with a staff survey, a change in process or procedure, a motivational training course or an HR initiative, it requires an investment in time, energy and commitment from every leader within the organisation to drive and sustain it. Only a change in the way an organisation thinks, behaves and acts will achieve a culture of employee engagement.

Employee engagement is a change in culture – a change in how leaders lead, what they do and the decisions they make. It is not the accountability of a single department nor is it an initiative or a project that a focus group or a specialist team can deliver. Unless employee engagement becomes a fundamental part of an organisation's philosophy and ingrained within the attitude and behaviour of the leaders, then it will become 'just another initiative' with little effect.

Employee engagement is the emotional commitment employees feel towards their organisation and the actions they take to ensure the organisation's success; engaged employees demonstrate care, dedication, enthusiasm accountability and results focus.

Employee engagement is the extent that an employee believes in the mission, purpose and values of an organization and demonstrates that commitment through their actions as an employee and their attitude towards the employer and customers. Employee engagement is high when the statements and conversations held reflect a natural enthusiasm for the company, its employees and the products or services provided.

Engagement at work was conceptualized by Kahn, (1990) as the „harnessing of organizational members“ selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. The second related construct to engagement in organizational behavior is the notion of flow advanced by Csikszentmihalyi (1975, 1990). Csikszentmihalyi (1975) defines flow as the „holistic sensation“ that, people feel when they act with total involvement. Flow is the state in which there is little distinction between the self and environment. When individuals are in Flow State little conscious control is necessary for their actions. Employee engagement is the thus the level of commitment and involvement an employee has towards their organization 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. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.“ Thus Employee engagement is a barometer that determines the association of a person with the organization. Engagement is most closely associated with the existing construction of job involvement (Brown 1996) and flow (Csikszentmihalyi, 1990). Job involvement is defined as „the degree to which the job situation is central to the person and his or her identity (Lawler & Hall, 1970). Kanungo (1982) maintained that job involvement is a „Cognitive or belief state of Psychological identification. Job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. Thus job involvement results form a cognitive judgment about the needs satisfying abilities of the job. Jobs in this view are tied to one's self image. Engagement differs from job in as it is concerned more with how the individual employees his/her self during the performance of his / her job. Furthermore engagement entails the active use of emotions. Finally engagement may be thought of as an antecedent to job involvement in that individuals who experience deep engagement in their roles should come to identify with their jobs.

When Kahn talked about employee engagement he has given important to all three aspects physically,

cognitively and emotionally. Whereas in job satisfaction importance has been more given to cognitive side. HR practitioners believe that the engagement challenge has a lot to do with how employee feels about the about work experience and how he or she is treated in the organization. It has a lot to do with emotions which are fundamentally related to drive bottom line success in a company. There will always be people who never give their best efforts no matter how hard HR and line managers try to engage them. “But for the most part employees want to commit to companies because doing so satisfies a powerful and a basic need in connect with and contribute to something significant

Areas of Engagement

- Working Environment
- Leadership
- Team And Co-workers
- Relation Career Development
- Compensation Program
- Policies And Procedures

Objectives:

- To study on Employee Engagement towards Organizational Development.
- To study the factors affecting the employee engagement.
- To analyze the various employee engagement activities.
- To examine the factors influencing employee engagement.

II REVIEW OF LITERATURE

Madhura Bedarken (2013) Companies have to give their employees the liberty to make their work exciting and creating an environment for having an engaged work life. Employees are the key assets to any organization and if they are not given the right space and time to make a perfect blend of work and fun at workplace, then the sense of dis-engagement sets in the employees. Organization and employees are both dependent on each other to fulfil their goals and objectives. Therefore, employee engagement should not be a one-time exercise but it should be integrated in the culture of the company. Employee engagement should be a continuous process of learning, improvement and action. Thus, organizations today should actively look forward to fulfil employee's expectations and thus, create an impact on the performance of employee, which directly affects the organization's performance.

M. Rameshkumar (2020) Factor analysis resulted in the identification of two factors for employee engagement contributing to 73% of total variance scores. Organizational engagement (OE) was found to be the strongest predictor. Since the ship is both home and workplace for a seafarers OE plays a vital role in the engagement of employees. OE includes organizational support, procedural justice, distributive justice, shared vision, shared mood and opportunity to grow and learn. It has been

told that the ship is an isolated workplace where there is only a little space to socialize. Shipping job also comes with a risk for life on the water which carries a lot of uncertainties.

Sona Lobo (2015) 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

Alam Sageer (2012) On the basis of above points we can say that employee attitudes typically reflect the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public. So, every organization should develop strategies that strengthen the work environment and increase the employee morale and employee satisfaction to enhance employee performance and productivity, which ultimately results in high profits, customer satisfaction as well as customer retention.

Ibrahim Mkheimer (2020) This study has examined employee engagement factors namely; organizational justice; compensation and benefits; and training and development as potential factors of organizational development on a sample of employees of Jordanian industrial firms in industrial assembly in Sahab city. Industry sector play a major role in Jordan's economy system, and surely help in the growth of the local economy. The results revealed that there is a strong relationship between employee engagement factors and organisational development. These findings have important implications for management in order to enhance its development, specifically in connection to human resource development and employee's motivation.

Mohamad S. Hammoud (2017) Leaders that are authentic influence the engagement of employees (Nicholas & Erakovich, 2013). To make or maintain their companies' profitability, business leaders must work hard to engage employees (Kortmann et al., 2014). Improved employee engagement is a byproduct of leaders who have a direct relationship with employees (Lowe, 2012). The findings of this research indicated that the bond between leaders and employees is an essential element for engaging employees, which in turn increased organizational profitability. Sadeghi and Pihie (2012) suggested organizations should look for leaders that can both communicate the organization's vision and secure employees' support in achieving organizational goals.

Li Sun (2019) Employee engagement is an important concept to organizational leaders and employees alike. This paper, through the review of definitions, theories, antecedents and outcomes of employee engagement, highlighted what the body of research has indicated on the topic of employee engagement. Employee engagement usually refers to employees' physical, cognitive and emotional input in the work. Needs-Satisfaction framework, Job Demands-Resources model and Social

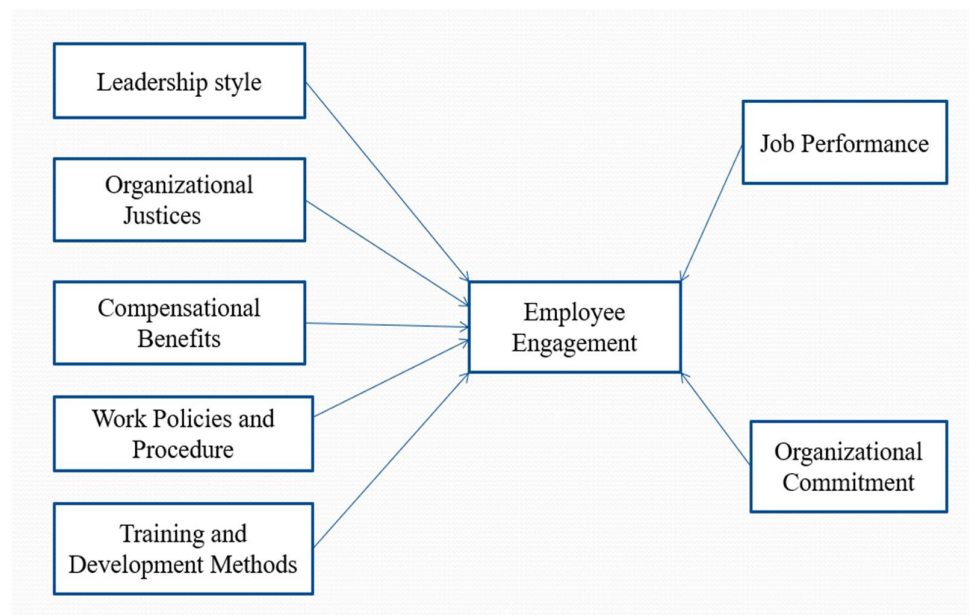
organizations. According to Needs-Satisfaction framework, employees' sense of meaningfulness of work elements, job security and the availability of personal resources determine their engagement in role performances.

Arti Chandani (2016) he research also shows that that employee engagement in turn results in decline in employees' turnover intentions and increase in innovative work related behaviour. Engaging employees is a long term task and cannot be accomplished by one training program, no matter how good its quality is. Organisations can improve engagement by opportunity thinking, enhancing employee decision making, and commitment.

Dr. Pratima Sarangi (2016) this article is basically individual work responses taken from employees in manufacturing companies. We have observed that, the current level of employee engagement and the work related aspects need to be improved for the purpose of effective employee engagement. But we found through our survey and analysis the employees are having different opinion and confidence. We also found through our 6 Cs parameters like i) Clarity ii) Confidence iii) Convey iv) Connect v) Credibility and vi) Career, the employees are agreed with these parameters to improve the purpose of effective employee engagement in manufacturing companies.

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III CONCEPTUAL FRAME WORK



Hypothesis:

- There is a relationship between Organizational Behavior and Psychological Meaningfulness.
- There is a relationship between Training and Development and Job Performance.
- There is a relationship between Motivation and Job Involvement.

IV RESEARCH METHODOLOGY

Research design refers to the overall strategy utilized to carry out research that defines a succinct and logical plan to tackle established research question through the collection, analysis and discussion of data. The researcher has done descriptive research for this study. The data are collected from primary and secondary sources. The study contains a Sample size of 150. The researcher adopted stratified random sampling method.

V ANALYSIS AND FINDINGS

Table Showing Organizational Behavior * Psychological Meaningfulness

		Psychological Meaningfulness			Total
		Neutral	Satisfied	Highly Satisfied	
Organizational Behavior	Neutral	12	19	3	34
	Satisfied	0	12	4	16
	Highly Satisfied	11	10	29	50
Total		23	41	36	100

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	31.897 ^a	4	.000
Likelihood Ratio	37.512	4	.000
Linear-by-Linear Association	13.172	1	.000
N of Valid Cases	100		
a. 1 cells (11.1%) have expected count less than 5. The minimum expected count is 3.68.			

Inference:

In the above results, the Pearson chi-square statistic is 31.897 and the significance level of 0.000, you can conclude that the association between the variables is statistically significant. So that we reject null hypothesis H₀ and accept alternate hypothesis H₁.

Code of conduct and Employee Morale

		Code of Conduct	Employee morale
Code of Conduct	Pearson Correlation	1	.229*
	Sig. (2-tailed)		.022
	N	100	100
Employee morale	Pearson Correlation	.229*	1
	Sig. (2-tailed)	.022	
	N	100	100

*. Correlation is significant at the 0.05 level (2-tailed).

Inference:

From the calculated Pearson's statistics, it can be summarized that the p-value is $0.000 < 0.005$ there is a significant relationship between the Code of Conduct and Employee morale. Correlation relationship expressed by r-value and the r-value is 1,0.229 which shows the positive relationship.

Equal Opportunity and Fair Treatment

		Equal Opportunity	Fair Treatment
Equal Opportunity	Pearson Correlation	1	-.171
	Sig. (2-tailed)		.089
	N	100	100
Fair Treatment	Pearson Correlation	-.171	1
	Sig. (2-tailed)	.089	
	N	100	100

Inference:

From the calculated Pearson's statistics, it can be summarized that the p-value is $0.089 > 0.005$ there is no significant relationship between the Equal Opportunity and Fair Treatment. Correlation relationship expressed by r-value and the r-value is 1, -0.171 which shows the negative relationship.

V DISCUSSION AND CONCLUSION

Engagement doesn't just depend on compensation. However, paying a competitive wage can go a long way in attracting the right talent and keeping employees motivated. Establishing an engagement board made up of senior personnel from across the business to promote a culture of engagement. The Board could set up 'engagement forums' to understand engagement better from the employee perspective; an 'engagement task force' could implement new approaches and 'engagement champions' could be appointed to raise awareness of the importance and power of employee engagement. From the study on Employee engagement, the researcher also shows that that employee engagement in turn results in decline in employees' turnover intentions and increase in innovative work-related behavior. Engaging employees is a long-term task and cannot be accomplished by one training program, no matter how good its quality is. Organizations can improve engagement by opportunity thinking, enhancing employee decision-making, and commitment. Organizations need to instill a sense of involvement, positive emotions about their work and a sense of community in their employees. Emphasis should be given employee opinions and opportunities should be provided to them to be heard. Transparency from the senior leadership will also make the organization culture more open. Based on the above findings from the research it was suggested that organizations use appropriate training Programmes to ensure supervisors build a supportive environment to empower their subordinates

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