



EMPLOYEE ENGAGEMENT: ALL IS WITHIN THE ORGANISATION- AN HRM PERSPECTIVE

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Abstract

Businesses are facing a challenge to get maximum employee contribution and improve their performance. Profit, people and planet are considered core for the organization's bottom line.

People as human capital are the important asset of the organization where continuously engaging employees will increase financial, social and environmental performance. Organizations today are considering employee engagement as its unique business proposition for enhancing productivity and financial performance. A survey report by Blessing White states that in India engaged employees are 37%, disengaged employees are 12% and others are non-engaged. The managers have to focus on the non-engaged category through innovative HR practices. Employee engagement should be considered right from recruitment to retirement.

Key words: Employee Engagement, HR practices.

Introduction:

Organizations focus on the 3 p's- people, profit and planet and aim at for measuring social, monetary and environmental performance. People being Human capital are the most imperative asset of every organisation. Many studies show evidence that business bottom line can be improve through employee engagement and the organizational effort on making employees engaged will fetch the success. Helping employees understand the company's direction and strategic goals from their first day of joining, and the significance of their role in meeting those goals is essential. For employees to be committed to an organization and give more than required, they have to feel they have a stake in the company's success. Employee engagement can be occurred through apt training and providing useful information and tools to the employees in making strategic decisions related to goals. The role of HR is very important in beginning the employee engagement right from recruitment to retirement. The HR practices are as follows:

1. Recruitment

Engagement should begin well before the hire (Well begun is half done). Finding the right fit for the position can be achieved by a well-structured recruitment and selection process. This process should let the candidate understand what the organization is expecting from him. The employer can share the unique quality that made him got selected. This will make the employee feel more valued and keeps engaged.

2. Job design:

In advance the HR manager must design the job on gender bases where timings, job requirements and responsibilities, based on the nature of the work people should be selected. Due to work life balance people are more focussing on flexi timings and work from home options to make their personal lives hectic less. Therefore people want employers who can trust them so that they can be emotionally connected and progress well in their respective job roles.

3. Employee Selection

Once recruitment is done and a pool of promising candidates is in, the work gets done more easily and experience fewer performance problems. There is a great passion and high



engagement in the job. To enhance engagement through the selection of employees, find the best fit candidates for the job and organization's culture.

4. Training and Development

Training and development can serve as additional levers for enhancing engagement and commitment. For new hires, training usually begins with orientation. Orientation presents several important opportunities—including explaining pay, work schedules and company policies. Most important, it gives you a chance to encourage employee engagement by explaining how the new hire's job contributes to the organization's mission. Through orientation, one can describe how a company is organized, introduce the new employee to his or her co-workers, give the person a tour of the area where he or she will be working and explain safety regulations and other procedural matters. In short, you foster person-organization fit—vital for developing productive and dedicated employees.

To get the most from training investments, also explore how one might leverage digital technology and the Internet. Whereas companies once had to deliver training to employees in the same place at the same time, you can now use technology to offer self-paced and individualized instruction for employees in far-flung locations. Such training not only reduces your company's travel expenses; it also helps employees to manage their other commitments, such as family obligations. Consequently, their commitment to your organization increases.

5. Compensation

Compensation can powerfully influence employee engagement and commitment. Some compensation components encourage commitment to employers, while others motivate engagement in the job. It is possible to stimulate one and not the other, though it's generally better to foster both. For example, a company that offers a strong performance incentive system but no retirement plan will probably realize exceptional engagement from its workers; however, they may eventually commit themselves to another company that does offer a good retirement plan. Employee engagement and commitment should be considered while designing compensation strategically.

Compensation can be both in terms of financial (pay) and non-financial elements as day care centres, travel discounts, subsidized cafeterias can be included. The concept of incentive pay (pay for performance) such as piece work, bonuses and sales commission can motivate the employees and keep them engaged in their work assignments by building trust and employee morale. In the recent years more employees are attracted towards competency-based (or skill-based) pay where rewards are given for learning a new skill or excelling a job related tool or skill.

6. Performance Management

The right performance management practices also can enhance employee engagement and commitment. Encourage managers to include employees in the goal-setting process. This technique helps to ensure that workers understand the goals. It also promotes acceptance of challenging objectives, because people generally feel more committed to goals they have helped define.

Performance management processes operate on a continuous basis. Therefore, they provide perhaps the best ongoing opportunities for employers to foster employee engagement and commitment. For example, managers can use routine discussions about performance and feedback sessions to learn which aspects of the job hold the most interest for each employee and which tasks are most challenging. During such discussions, managers also can define what "going above and beyond the call of duty" looks like and generate ideas for rewarding such contributions.

An employee's aspirations and career goals can receive careful attention during performance appraisal meetings

7. Retirement:



Many companies also offer retirement plans as part of their compensation package. Although these plans are usually available to all full-time employees, the specific plans offered may depend on job, year hired, number of years employed, highest salary achieved and so on. As we've seen, well-designed and secure retirement plans can encourage long-term commitment to your organization.

Some of the recommendations to be included in the HR practices to increase employee engagement could be:

- Leaders beware!!!: There are many trends in social networking like instant messages, virtual training, podcasts, blogs and internal social networks to stay connected with superiors, peers and subordinates. Professional and personal relationship can be enhanced and many lessons of leadership can be absorbed.
- Consistent Leadership Connect Town Halls: Every quarter the senior leadership and Office Leads commit time to engage with its people, Share Company updates, take feedback and answer questions face to face. Leaders can now connect with their people through postings, articles, and discussion threads.
- People Forums: using these forums people of different career levels can interact , engage peers in the organization. The forums such as the manager, director and technology sessions strive to align to the company's charter and the Leadership Team's goals. These are also opportunities to groom future leaders by allowing people to take accountability and initiative.
- The People Portal: This represents a key step in the company's commitment to keep its people better connected and informed, and provides an intuitive, easy-to-use experience. A major benefit is its ability to communicate important messages from management in a timely and efficient manner.
- Company Newsletter: The weekly internal newsletter emailed to every person and posted on the landing page of the People Portal, highlights new messages from leadership, as well as corporate news and success stories from offices worldwide.
- Engagement Measurement: The companies should conduct a company-wide 'pulse' designed to assess the quality of how its people experience their organisation. The Engagement Survey using qualitative and quantitative questions assesses the company's performance against a set of unchanging key measures.
- Emphasis on CSR: Employers must perform various corporate social responsibility activities to integrate organization with social, economic and environmental into their values, culture, decision making, strategy and operations to create wealth and improving society

Conclusion: Engaged employees can help your organization achieve its mission, execute its strategy and generate important business results. This paper has highlighted ways in which different HR practices, including job design, recruitment, selection, training, and compensation and performance management can enhance employee engagement. But they show that employee engagement is more complex than it may appear on the surface. In an organization there is no best or right way to define and measure engagement but strengthening engagement depends on an organization's strategy.

Employee engagement is essential and impacts your employees from well before employment all the way to resignation and/or retirement. Effective recruitment, on-boarding/integration, and the financial performance and success of a company are strongly correlated. When addressed thoroughly, essential talent will be drawn to your company and quickly engaged. And once you reap the rewards you will easily see that engaged employees are well worth the effort.

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