

A STUDY ON EMPLOYEE INVOLVEMENT

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ABSTRACT

The foundation of each industry is its workforce. Any industry's ability to succeed depends on how engaged its employees are. The relationship between a corporation and its employees determines employee engagement. It is essential to accomplishing the objectives of the company. Engagement among employees fosters a sense of community, which in turn fosters satisfaction. In other words, companies need their employees to be engaged. They want their employees to be full of energy, excitement, and initiative at work. They also want them to care about their own personal growth, strive for excellence in their work, and be strong and committed to their jobs.

People become engaged when they believe that their employer values their job, that their efforts advance the organization, and above all that their own goals of advancement, benefits, and compensation are fulfilled. Implementing different HR strategies that support each employee and give them a sense of value has therefore become crucial. Using a survey of the literature, this research attempts to investigate the various aspects of employee engagement. The study examines the literature on human resources strategies and the idea of employee engagement. The secondary data used in this study was gathered from websites, books, and referencing publications.

keywords: Organization, Human Resources Strategies, Employee Engagement

1. INTRODUCTION

EMPLOYEE ENGAGEMENT

staff commitment and engagement provide businesses with important competitive advantages, such as reduced staff turnover and increased productivity. Therefore, it should come as no surprise that businesses of all shapes and sizes have made significant investments in procedures and policies that encourage employee dedication and engagement. Therefore, it should come as no surprise that businesses of all shapes and sizes have made significant investments in procedures and policies that encourage employee dedication and engagement. It is therefore not surprising that businesses of all shapes and sizes have made significant investments in procedures and policies that encourage employee dedication and engagement.

The employee-employer relationship has undergone a substantial change in recent years. Organizations encounter many obstacles in their quest for commercial success, including the struggle for talent, globalization, an unpredictable economy, expectations for ongoing change, and increasingly competitive marketplaces. The psychological contract has changed throughout time; many people no longer have a permanent work, and redundancy is a serious possibility. Additionally, there is proof that modern employers and employees have different expectations than they had in the past. Engagement may consequently be the "deal-breaker" for firms looking for long-term success in these more difficult times. Numerous studies have shown the benefits of employee involvement for the company. Employees that are engaged will put in more effort for the company, work harder than others, and perform their duties with passion. They will be proactive and deliver optimal outcomes for the company. Therefore, it's critical to research the variables influencing employee engagement. so contributing to the advancement of industry. Effective communication, positive reinforcement, sufficient resources, creativity, confidence in upper management, skill development, collaboration, and independence all contribute to a culture that increases employee engagement. Many firms have seen a rise in efficiency thanks to the adoption of new technologies, skilled labor, benchmark practices, and technical education.

Due to the global business environment and growing competition, having motivated and contented personnel is insufficient to achieve the required business outcomes. Contented workers might only fulfill their job requirements, but this does not necessarily translate into improved output. Employers must encourage their staff to put their best effort and competencies into their work if they want to compete effectively. If they don't, they risk losing some of their most important workers. As a result, contemporary companies want their workers to be passionate, creative, and full of energy at work. They also want them to embrace difficulties for their personal growth, aim for excellence in their work, and be devoted to their employment. People are more engaged when they believe that their employer values their work, that their efforts advance the objectives of the company, and—above all—that their own goals for advancement, benefits, and compensation are fulfilled.

2. LITERATURE REVIEW

The literature that describes employee engagement is the main topic of the review. With the use of a survey of the literature, this study seeks to comprehend the ideas behind employee engagement and identify its motivators.

Employee Engagement

At first, employee engagement was interpreted as a personal connection to the company, indicating that the employee's primary attention was on completing their given job. Scholars and business analysis organizations have presented the idea of employee involvement in a variety of ways. Therefore, an attempt has been made to incorporate both components in this segment.

Sundaray, Bijaya Kumar (2011) This study looks at a number of elements that affect employee engagement as well as businesses can do to increase employee engagement. When engagement techniques are properly implemented, the effectiveness of the business will rise in terms of increased quality, productivity, profits, customer happiness, staff retention, and adaptability.

Shazia Zamir and Nadia Nazir (2015) The study's goals were to ascertain the relationship between the organizational culture and employee performance. The results show that there is a positive correlation between the two, and that there is no discernible difference in the responses of employees' genders regarding organizational culture and employee performance.

(Lovelace, K. J., & Parent, J. D. 2015) According to this research, human adaptability to change can be enhanced by an organizational culture that is supportive. Its leaders and management have a big impact on its culture. There is ample proof that the concept of positive psychology may be applied to improve employee engagement and alter the culture of a company. Businesses, managers, and employees can all gain from positive psychology.

Tanwar, Anjum (2017) According to this study, worker involvement is a relationship between the employee and the company; an engaged employee is one who is fully committed to their work and takes positive action to advance the goals and reputation of the company. Concepts like job happiness, employee dedication, and organization citizenship conduct serve as the cornerstones of the employee engagement architecture.

The Institute of Employment Studies (IES) defines employee engagement as a favorable attitude that staff members have toward the company and its principles.

Employee engagement is "the state in which the individuals are emotionally and intellectually committed to the organization's goals," according to Hewitt Associates.

Engagement, according to the Corporate Leadership Council (CLC), is the degree of workers' dedication, effort, and wish to remain with a company.

(Dr. K. Kalpana and T. Suhasini, 2018): According to the survey, employee engagement is a multifaceted endeavor that cannot be completed by training programs alone. Organizations can increase employee commitment, decision-making skills, and opportunity thinking to increase engagement. Reduced intentions to leave and an increase in creative work-related activity are the outcomes of employee engagement.

According to a 2015 study by V. Siva Kumar, a high degree of employee engagement boosts an organization's growth and serves as a retention tactic. Employee involvement at private banks is not adequate, according to this report.

(Dr. R. Gayatri and NP Myilswamy, 2014): According to their research, "A study on Employee Engagement: Role of Employer Engagement in organizational Effectiveness," employees' productivity and intention to remain with the company are determined by their level of engagement. Through increased productivity, profitability, safety, loyalty, and retention, employee engagement boosts organizational effectiveness. Additionally, workers that put a lot of effort into their work are more engaged.

According to (Johnson 2011), if used appropriately, engagement data can serve as an organization's warning system. The study finds a negative relationship between the organization's EE levels and particular instances of workplace deviance.

In 2010, Sweetman and Luthans described Engagement is a state-like phenomena that is described as an affective-cognitive state-like condition from a psychological standpoint. It is not as pliable as fixed attributes like personality traits, nor is it a transitory state like mood. It is thought to be rather stable.

Employee engagement becomes a crucial concept since managers cannot rely on employee satisfaction to retain the best and the brightest. (Fernandez, 2007) illustrates the differences between job satisfaction, a well-known construct in management, and engagement that competes with it.

According to research by Towers Perrin (2007), companies with more engaged workers saw an annual rise in operational income of 19% and earnings per share (EPS) of 28%.

While it could be argued that engagement is more than just an attitude, it is the extent to which an individual is absorbed in the performance of their role and focused on their work. Saks (2006) argues that organizational commitment is also different from engagement in that it refers to a person's perspective and attachment towards their organization. Furthermore, OCB emphasizes formal role performance over simply extra-role and voluntary behavior, even though it includes both voluntary and informal behavior that benefits coworkers and the company.

According to a 2006 Conference Board of the USA publication, employee engagement is defined as an employee's increased emotional connection to their company, which motivates them to put in more discretionary effort at work.

(Mc. Bain 2006), He claims that employee engagement is a contemporary idea that characterizes workers' dedication, contentment, and involvement at work.

(Robinson, 2006): He asserts that creating an organizational atmosphere that fosters good feelings like pride and involvement can increase employee engagement, which in turn boosts organizational performance and lowers employee turnover.

(Mahendru and others, 2006) described The degree to which people love and believe in their work and feel appreciated for it is known as employee engagement. It refers to the level of dedication a person exhibits to the hub and the length of time they stay with the company as a result of that dedication.

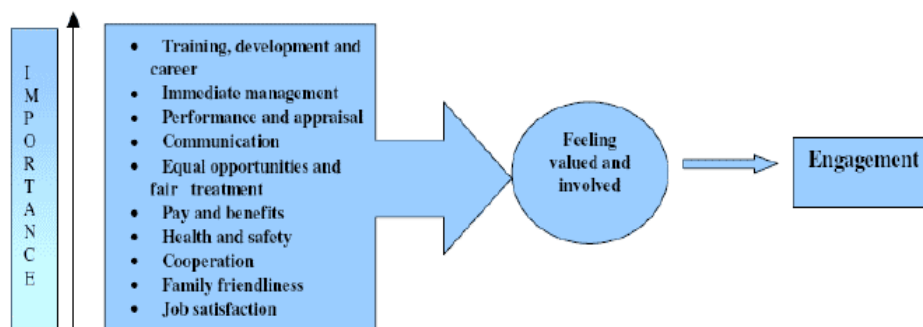
According to (Stockley, 2006), "engagement" is the degree to which a person demonstrates their dedication to the organization's mission, purpose, and values by their behavior as an employee and their attitude toward the company and its clients.

Employee engagement, according to Robinson et al. (2004), is a favorable attitude that staff members have toward the company and its principles. An engaged worker responds to the workplace and collaborates with coworkers to enhance job performance for the benefit of the company. A two-way relationship between the employer and employee is necessary for the organization to develop and promote engagement.

In 2013, Madhura Bedarkar and Deepika Pandita carried out research on the topic of "Employee Engagement Drivers Impacting Employee Performance." The study predicted three determinants of Employee Engagement; they are leadership, communication and work life balance.

(Swathi.S, 2013): The study on effective factors for employee engagement found that no one element or particular kind of factor will work for the individual or the sector. The component is constantly shifting from industry to industry and from time to time.

In 2003, the Institute of Employment Studies (IES) According to the IES 2003 study, they created a diagnostic instrument that identifies a number of factors that contribute to a sense of involvement and value. Robinson found that the main factor influencing employee engagement is feeling appreciated and participated.



Numerous elements have been found to influence an employee's degree of involvement in an organization during the course of study undertaken worldwide. The work that follows discusses a handful of them.

1. Career development

Possibilities for individual growth High-engagement organizations give their staff members the chance to grow, learn new skills, gain new knowledge, and reach their full potential. When businesses invest in their people and prepare for their career pathways, they become the organization's assets. Effective personnel management Career development affects employee engagement, keeps the best talent on staff, and offers chances for personal growth.

2. Leadership

When workers witness their immediate superiors praising them, they become more engaged with the company. The two aspects of management leadership that have been proven to have the greatest impact are clearly communicating the vision and being a competent manager or mentor.

3. Effective Management of talent

A culture that encourages employee engagement values the variety of abilities and skills that employees bring to the table and encourages them to strive for and realize their future goals. He Among other things, it is believed that successful management has a significant impact on employee engagement.

4. Clarity of Company Values, Policies and Practices

The relationship between employers and employees is defined in large part by HR rules and practices. To increase participation, it is important to give workers the impression that the values of their organizations are unmistakable and clear. Among other things, it was discovered to be a precursor to employee engagement.

5. Equal opportunity and fair treatment

If their managers gave every employee the same chances for development and promotion, employee engagement would be strong.

6. Communication

The open door policy should be adhered to by the company. Using the proper channels inside the organization, communication should occur both upward and below. Employee involvement is likely to be strong if they have a voice in decision-making and the right to be heard by their supervisor.

7. Quality of working relationships with peers, superiors & subordinates

No amount of benefits can motivate employees to achieve at their highest levels if they have a strained connection with their superiors. How employees feel about their relationship with their boss is directly reflected in employee engagement.

8. Performance appraisal

One crucial factor in assessing the degree of employee involvement is a fair assessment of the worker's performance. Employee engagement will be high in a company that uses an acceptable performance appraisal technique that is transparent and impartial.

9. Pay and benefits

To encourage people to work for the company, the wage structure should be appropriate. The employee should also receive specific advantages and compensation in order to increase his levels of involvement.

10. Health and safety

According to research, when workers don't feel safe at work, their levels of engagement are poor. Therefore, for the sake of their employees' health and safety, every firm should implement the proper procedures and processes.

11. Job satisfaction

An employee can only get engaged if they are satisfied. Therefore, it is crucial for a business to make sure that the job that is assigned to an employee aligns with his career aspirations. This will ensure that the employee enjoys his work and is ultimately content with his position.

12. Family friendliness

A person's job life is influenced by his family life. An employee will develop an emotional bond with the company and become more engaged when he understands that it also takes into account the needs of his family.

13. Co-operations

The workers will be engaged if the entire organization cooperates, that is, if bosses and subordinates work together effectively.

3. CONCLUSION

Constant communication at every stage of the program is vital for a firm to successfully implement an employee engagement program.

Additionally, management must fully support the employee engagement initiative in order to hold all managers accountable. Organizations can increase employee commitment, decision-making skills, and opportunity thinking to increase engagement. Employers must foster in their staff a sense of community, positive feelings about their work, and involvement. Employee perspectives should be prioritized, and they should be given the chance to be heard. The organization's culture will become more open as a result of senior leadership transparency.

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