

THE IMPORTANCE OF EMPLOYEE ENGAGEMENT IN EFFECTIVE MANAGEMENT: AN EMPIRICAL STUDY

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ABSTRACT

The major objective of this present study is to let us understand, what is meant by employee engagement and why it is, crucial towards effective management. During the present research work, various factors have been discussed with respect to its effect on employee retention and their performance. It additionally helps in retaining a better level of dedication. Employee engagement can also be referred, as the level of worker's commitment and their participation towards their organisation as well as values. The organisational success totally depends on employee's productivity which can only be accelerated through, employee engagement practices. It was also found that employees are being praised to keep themselves most influential towards the organisations common goal. Employee engagement is rapidly, gaining popularity in different workplaces all around the world in many ways. This paper also aims to highlight, that employee engagement is a burning topic and also support towards maintaining a higher level of commitment. Through, such practices over the past few decades', employee engagement in an organisation have been trying to improve work culture by building better work as well as customer relationships. The present study has found the satisfactory level and a positive attitude among employees and they are actively engaged towards company.

KEY WORDS: Employee engagement, Effective management, Organisational success, Customer relationships, Work Culture.

INTRODUCTION

Employee engagement can be described as the level of involvement and their participation within the job where an individual, also approaches his work with great enthusiasm, energy and focus during role performances (Avery, et.al, 2007). The employees are said to be more engaged when, they demonstrate a positive attitude towards their organisation and eventually also remain committed within the organisation (Markos & Sridevi, 2010). Further, through this discussion it will let us understand, that employee engagement tends to matter the most at

different organisational levels which also tends to encourage morale and better work environment which leads to profitability. Workers who are engaged in their work, working each and every-day with more energy and enthusiasm lead to play a very crucial role in overall satisfaction and experience. Managers or team leaders in the work place must ensure to show and make known that, they should value employees more. Effective employee management is only possible and going to happen if, and only if the employees in workplace, feel positive and strong about their relationships with their leaders (Robertson & Cooper, 2010). Leaders should not have a negative attitude towards their employees and if employees do have a negative attitude towards their leaders, then employee's engagement is probably not going to happen. Most of the employers, in an organisation must also provide good opportunities to their employees and provide such works or projects which are meaningful as well as challenging that, help towards their career advancements. The present research work, will also let us know how, it has become one of the most leadership priority in the industry by a storm, because nowadays most of the employees are found to be constantly switching jobs in this unstable economic times. Most of the organisations have found such activities, like employee retention rate and employee engagement a daunting task all around the world. Through, this paper it will also ensure to introduce with several factors which lay different emphasis on variables impacting engagement. It was also found that organisations with highly engaged employees have been providing their employees with numerous challenges and ample number of opportunities to keep themselves motivated help them learn skills and technologies, acquire and develop knowledge to reach their best possible potential (Bakker & Leiter, 2017). Therefore, as a result employees tend to invest in such companies who tend to invest in them by planning for their career development. Many employees also felt energised by the work and also help their colleagues each other when the pressure is on. Employee engagement also increases trust in the respective organisation. Thus, after going through the detailed description most of the engaged employees in their workplace stayed with the organisation. But, employee engagement is only possible when employers give recognition to a job well done by an employee. Management and employers too often, focus on finding negatives and mistakes of an employee in an organisation despite, they forget to congratulate them when their job is done with immense hard-work they put. Engaged employees immensely play an important role towards their organisation because such employees like what they do, work harder and believe in their value to the company (Chandrasekar, 2011). The overall productivity in an organisation increases by almost 20-25% when employees are

engaged (Kaliannan & Adjovu, 2015). Yet, there are several factors that foster high levels of employee engagement and it provide ways for employees to be open and honest.

LITERATURE OF REVIEW

Before going further, let us understand that employee engagement is a human resource concept which tends to describe, the certain levels of enthusiasm and dedication an employee feels toward their work (Saks & Gruman, 2014). Such employees in an organisation care about their job and work enthusiastically towards the performance of the organisation, therefore, they feel that their efforts make a difference. Engaged employees are more likely to be very productive and highly performing (Demerouti, et.al, 2010). Most of the employers suggested, that in an organisation communication between employee and employer is a critical part for creating as well maintaining employee engagement. In a company, employers can also encourage employee engagement between their employees in number of ways by communicating and offering rewards, by discussing about their career advancements. Employers of an organisation also believe that their employee's needs to be appreciated by making them feel valued and respected so, that workers in a company may feel that their hard-work is being understood. It is also been observed that employees who are engaged towards their job often, tend to develop an emotional connection to their job and company (Cartwright & Holmes, 2006). Such employees will stay with the organisation because it, increases employees trust towards company. Many employees normally performed better in their job and were more motivated. Employee engagement also ensures to build passion, dedication and alignment with the business enterprise's techniques and desires (Osborne & Hammoud, 2017). Engaged employees of a company also do not change their jobs frequently and most importantly, such workers are an ambassador of the organisation at all times. They work with passion towards their organisational goals. There are many other important criterions for evaluating the engagement level of an employee is fair rating of employees overall performance towards their job. Therefore, a company following the perfect appraisal technique are recognised to be impartial and transparent, thus tends to reveal higher level of workers engagement. Employers of an organisation should also have a proper salary system with specific compensation and benefits which will automatically motivate an employee to work in the firm. Satisfaction in the job is one of the primary stone to engagement, and many companies adopted several systems and methods for the safety and health of the employees (Langford, 2009). Therefore, the present article also throws light on, that a company's

productivity is not only measured in terms of profit, new products, and consumer and employee satisfaction, but also in terms of employee engagement. Thus, an organisation that supports and encourages employee engagement is gradually going to perform effectively overall. There are many reasons that suggest why employee engagement is important are as follows:

ENGAGED EMPLOYEES BOOSTS PRODUCTIVITY: According to a survey, by Gallup poll, it suggested that employees, who are more engaged toward their job are found to be 22% more productive, than employees who are less engaged in their workplace. Employers find ways to keep their employees engaged in their work by giving them training on new skills and technologies, more responsibilities and challenges in their work, and finding more and more different ways to boost the organisation's productivity (Sageer, et.al, 2012). Thus, it eventually makes an employee more likely to be proud to work for the company.

EMPLOYERS WILL RETAIN BEST EMPLOYEES: Organisations with engaged employees in their workplace, tend to experience lower absenteeism, and also able to retain their best workers (Hanaysha, 2016). Sometimes, in a company the best employee is not engaged and employer may risk losing them. The employers must keep their employees engaged and keeping themselves engaged is essential, for effective management of your organisation. Because hiring, training and retaining best employees is very crucial for service companies. Through, this discussion it is been proven over and over once more, that employee engagement is a key motive force of performance and retention. It is also essential for an employer to make sure that there employee is happy, motivated and shares the same vision as the company. Engaged employees in a company, are one of the biggest asset and they, play one of the most pivotal role towards the success of an organisation (Robertson & Cooper, 2010). Most of the employees are always willing to stick to their organisation and though, it reflects higher retention rates.

EMPLOYEE ENGAGEMENT ENHANCES COMPANY CULTURE: During the research work, the survey resulted that high levels of employee engagement within workplace must be one of the priorities to drive growth and investment. Engaged employees also tend to connect immensely with their jobs at workplace therefore, which directly enhances company culture (Slemp & Vella-Brodrick, 2014). Report by Gallup, also explained that corporations whose employees are more engaged always performed 210% better than those organisations

whose employees are not much engaged. It embraces company culture because employees feel that the work they're doing is very important and thus, they work much harder.

ENGAGED EMPLOYEES ARE POSITIVE: After going through many reviews, engaged workers in a work-place are always positive and they, do have enthusiastic things to say about their job. Employees who are very much engaged also spread good news about their organisation which directly, improves the overall reputation about their company (Kumar & Pansari, 2016). Workers in a company who feel very much disengaged tend to spread negative things about the company.

ENGAGED EMPLOYEES ARE BETTER COMMUNICATORS: In many companies, most of the employees who care about their work are much more effective communicators with their colleagues, customers, team-mates. Better communication help towards effective management in an organisation because engaged employees on the other hand, thrive to find new ways to complete their tasks and projects as well as also looking for fresh takes on old ideas. Employee engagement is advantageous for both employer and employees and also helps employees who make themselves more creative (Ghafoor, et.al, 2011). But, still in today's world employee engagement has emerged as one of the greatest challenges in today's workplace. Still, employee engagement is a critical element towards effecting management and also in maintaining organisation's vitality. Organisation must develop several training programmes and skill development courses to engage employees for long-term employment.

Objectives of the study:

To ascertain the importance of employee engagement in effective management

Research Methodology:

This research is based on collecting data from 211 people to learn the importance of employee engagement in effective management. The study used an empirical approach to analyze the data, which involved using frequency distribution to examine the patterns and trends in the responses.

Data Analysis and Interpretation:

Table 1 When employees are actively involved and driven, they adopt a proactive approach, and assume responsibility for their tasks and responsibilities

| Particulars | Agree | Disagree | Can't Say | Total |
|--------------|-------|----------|-----------|-------|
| Participants | 179 | 17 | 15 | 211 |
| % Age | 84.83 | 8.06 | 7.11 | 100 |

Table 1 presents that with the statement when employees are engaged and motivated, they actively involved and driven, they adopt a proactive approach, and assume responsibility for their tasks and responsibilities, it is discovered that 84.83% of the participants expressed their agreement with this statement.

Table 2 Employees who are actively involved and committed to their work tend to feel valued, recognized, and connected to the organization's goals and values

| Particulars | Agree | Disagree | Can't Say | Total |
|--------------|-------|----------|-----------|-------|
| Participants | 175 | 20 | 16 | 211 |
| % Age | 82.94 | 9.48 | 7.58 | 100 |

Table 2 presents that the statement employees who are actively involved and committed to their work tend to feel valued, recognized, and connected to the organization's goals and values, it is discovered that 82.94% of the participants expressed their agreement with this statement.

Table 3 Engaged employees contribute innovative ideas and solutions to challenges faced by the organization

| Particulars | Agree | Disagree | Can't Say | Total |
|--------------|-------|----------|-----------|-------|
| Participants | 171 | 21 | 19 | 211 |
| % Age | 81.04 | 9.95 | 9.00 | 100 |

Table 3 presents that with the statement engaged employees contribute innovative ideas and solutions to challenges faced by the organization, it is discovered that 81.04% of the participants expressed their agreement with this statement.

Table 4 Engaged employees understand the importance of providing a positive customer experience and go the extra mile to meet customer needs

| Particulars | Agree | Disagree | Can't Say | Total |
|--------------|-------|----------|-----------|-------|
| Participants | 167 | 23 | 21 | 211 |
| % Age | 79.15 | 10.90 | 9.95 | 100 |

Table 4 presents that with the statement engaged employees understand the importance of providing a positive customer experience and go the extra mile to meet customer needs, it is discovered that 79.15% of the participants expressed their agreement with this statement.

CONCLUSION

After going through the research work, it concluded that employee engagement in turn results in decline of employee turnover rates and increases communication between, both employer and employee. Engaging employees is generally a very long term task and thus, it cannot be accomplished by a single training programme, no matter how good the quality is. Organisations need to improve employee engagement by creating opportunities, encouraging employee decision and a sense of community in their employees. Transparency between the employee and employer also make the organisational culture more open. Based on several findings, the research work suggested that organisations tend to use appropriate training programmes to ensure and build supportive environment to empower their sub-ordinates. The current level of employee engagement and the work related aspects still needs to be improved in many different organisations for the purpose of effective employee engagement. Many organisations still need to instil a sense of involvement, positive emotions and value system about their work culture in their employees.

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