

# Necessity of Employee Engagement in an Organisation

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## **Abstract**

*Employee engagement has become a crucial area in recent years. Despite this, there remains a paucity of critical academic literature on the subject, and relatively few are known about how employee engagement can be influenced by management. Though, there is a great deal of interest in engagement, there is also a good deal of confusion. At present, there is no consistency in definition, with engagement having been operationalised and measured in many disparate ways.*

**Key Words:** *Employee engagement, Management, Operationalised.*

## **Introduction**

Employee engagement is integral to driving successful organisations. Engaged employees are satisfied and feel a sense of attachment to their profession and employer. They promote finest in organisation to their friends and family and work towards its success. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for benefit of corporation. It is a positive attitude held by employees towards the corporation and its values. Employee engagement has become a top business priority for senior executives.

Employee engagement is level of commitment and involvement which an employee has towards their organisation and its values. In this rapid cycle economy, business leaders know that attaining a high-performing workforce is essential for growth, survival, profitability, and market share. They recognise that a highly engaged workforce can increase innovation, productivity, and bottom-line performance while reducing costs related to hiring and retention in highly competitive talent markets.

According to the Opinion of many executives there is a clear need to improve employee engagement, many have yet to develop tangible ways to measure and tackle this objective. However, a growing group of best-in-class companies says they are gaining competitive advantage through establishing metrics and practices to effectively quantify and improve the effectiveness of their engagement initiatives on overall business performance.

There are some questions which can prove satisfaction of an employee in any organisation:

1. In the last seven days, is someone has recognised you for your work?
2. Do you have the tools that you will need in order to perform your job;

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3. Does your supervisor care about you?
4. Is there's someone at work that encourages your development?
5. You know what is expected of your at work.
6. At work, your opinions seem to count.
7. The mission or purpose of your company makes you feel your job is important.
8. Your associates or fellow employees are committed to doing quality work.
9. In the last six months, someone at work has talked to you about your progress.
10. This last year, you have had opportunities at work to learn and grow.

If the answers to above questions are positive it means employee is satisfied with organisation culture and working strategy. In long term it will increase the overall efficiency of the firm.

### **Relationship between Satisfaction and Engagement**

In today's uncertain economic environment, both employee job satisfaction and employee engagement are imperative for business sustainability. Top-performing organisations understand that measuring employees' contentment levels and emotional commitment to the organisation on a regular basis can put them at a competitive advantage. Society of Human Resource Management (SHRM) study asked participants to identify the top 10 contributors to employee job satisfaction. Not surprisingly, since satisfaction measures an employee's happiness with current job and conditions, the top contributors focused more on employee-centric, factors like job security, opportunities to use skills and abilities, the organisation's financial stability, relationship with immediate supervisor, compensation and benefits etc.

### **Behaviour with Employees at work Place**

At all levels 67% employees rated that they require good behaviour from their employer as per the survey of SHRM 2015. This aspect has held a spot within the leading five job satisfaction contributors since 2002, when SHRM first began administering its job satisfaction survey. Overall benefits were the third most important job satisfaction contributor, with 60% of employees rating it as very important. Similar to compensation, benefits have also been among the top five contributors to job satisfaction since in 2002, with the exception of 2012. Moving from the fifth position in 2014 to fourth in 2015 was job security, with 58% of employees citing it as very significant to their job satisfaction; this aspect has moved around the five principal job satisfaction influencers since 2002. It is undeniable that compensation, benefits and job security all shape the degree to which employees are satisfied; however, it is also noteworthy to mention that the extent of their importance fluctuates as a result of external factors such as changing economic conditions. Organisations may need to tailor their retention and recruitment strategies around multiple elements, creating a total rewards program. Relying solely on an individual aspect may make their approach less effective or even outdated as dynamics quickly shift. The fifth leading job satisfaction contributor in 2015 was a tie between two aspects:

opportunities to use skills and abilities, and trust between employees and senior management. Just over one-half (55%) of employees rated these workplace features as very important to their job satisfaction. Not surprisingly, employees indicated that they want chances to demonstrate their talents. This trend was especially visible when job mobility and growth were static; however, even as employment opportunities expand, employees are noting the importance of fine-tuning their expertise. Though, trust between employees and senior management fell three spots, its presence within the leading five job satisfaction contributors reveals that employees value interpersonal relationships and a workplace culture that fosters trust from leadership.

### **Opportunities to Use Skills and Abilities**

More than one fourth (27%) of employees who anticipate looking for a new job outside of their organisation within the next year reported better career advancement opportunities as a reason for the search, whereas among employees who said they would be unlikely or very unlikely to explore external employment options, only 9% noted career advancements as motivation to remain with their current employer. This sharp contrast in percentages suggests that organisations may need to improve their efforts to promote employees from within the organisation.

### **Career Advancement Opportunities within Organisation**

Approximate one-half (47%) of employees reported that career advancement opportunities within their organisation were very important to their job satisfaction, the same percentage as last year. Over the past eight years, the percentage of employees considering career advancement opportunities as very important to their job satisfaction has risen by almost 20 percentage points.

Opportunities are as significant as job satisfaction of professional employees other than management level were also more likely than executives to think this aspect was important. Almost (24%) of employees reported being very satisfied and one-third (33%) were somewhat satisfied with the opportunity for upward mobility in their organisation. Middle management employees and executives were more likely to be satisfied with career advancement opportunities compared with employees at the nonexempt (hourly) non management level.

### **Employee Job Satisfaction and Engagement**

From the last decade economy is in improving phase, good behaviour with employees remained the leading job satisfaction contributor; however, employees have shifted their focus slightly to other aspects of the job such as compensation and benefits. This change in workers' attitudes is not unexpected after a period of neglected salary raises and bonuses, health care premium increases and reductions in employee benefits. Employees may be in a better position and feel more confident in exploring employment opportunities, as indicated by their motives to leave an organisation and the declining importance of job security over the last couple of years

### **Compensation**

Along with job security, compensation has been one of the top five contributors to job satisfaction since 2002; 63% of employees indicated that it was very important to their job satisfaction. This year, compensation jumped up two spaces from last year's fourth position as a contributor to job satisfaction. As economic conditions continue to improve, employees in the workforce may be looking to recoup missed opportunities for raises and bonuses during the great recession. Sixty-five percent of employees were satisfied with their overall compensation. SHRM's 2015 Employee Benefits research report found that the prevalence of these benefits varied greatly.

### **Relationship with Superiors**

Respectful treatment of all employees at all levels topped the chart as the leading contributor to job satisfaction. Almost two-thirds (67%) of employees deemed this aspect to be every important to their job satisfaction. Seventy-one percent of employees were satisfied with the level of respect given to employees at their organisation. It can begin with techniques such as seeking common ground while recognising and accepting differences

### **Trust between Employees and Top Management**

Fifty-five percent of employees reported that trust between employees and senior management was very important to their job satisfaction, making it fifth contributor to job satisfaction, dropping three spaces compared with last year. It is currently tied with opportunities to use skills and abilities in one's work. More than half (62%) of employees were satisfied with trust between employees and senior management in their organisation. Organisations that lack trust between their employees and upper management often develop adverse working conditions. If management does not support its workers, suspicion may arise, resulting in a less than productive workforce.

### **Immediate Supervisor's Respect for Employees' Ideas**

Similar to good behaviour, appreciation for employees' ideas is also significant to workers' sense of belonging. Furthermore, those directly working on the day-to-day challenges of the job may generate most effective ideas. Nearly one-half (49%) of employees indicated that their immediate supervisor's behaviour for their ideas was very important to their job satisfaction, a drop of seven percentages points compared with last year. Seven out of 10 (71%) employees were satisfied respect for their ideas.

### **Conclusions**

The above facts were revealed as per SHRM report 2015 from a survey conducted by SHRM on 600 employees. Data from this research show that many employees place equal emphasis on financial factors, such as competitive compensation and benefits, and nonfinancial factors, such as communication between employees and management and respectful treatment of all workers.

Employee engagement drives performance by improving retention, customer loyalty, productivity, safety, and ultimately increase in profitability. Satisfied employees care about their organisation and work to contribute towards its upliftment. Such employees are less likely to leave for another job, or take unauthorised leave. They are more likely to work better, faster and more safely. Importantly, they are also more focused on the customer experience, ensuring that customers are happy and profits are maximised. In today's world the need of such type of involvement is necessary for economic and other development of society and country.

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