Employee Engagement  
(An outlook study from deliberate and calculated view point)

Prof. S.D. BAGADE , Assistant Professor, Allana Institute of Management Sciences Camp, Pune.  
Dr. Sunanda Jindal, Asst. Professor, JSPM’S KIMR, Wagholi, Pune.

ABSTRACT
In Meno; one of the dialogues written by Plato; Socrates contends that all knowledge pre- exists in an individual. All that he needs is the ability to find out what is inside him. “Insight” or “Inspiration” dimension is the reference point of creation of new knowledge commitment, involvement vision and contribution of an employee. The present scenario of industry is HR is moving closer to business while looking back at the growth, evolution and current state of the Profession and Function, ‘Employee Engagement’ Factor has assumed a phenomenal important. On account of complexity of operations; the risk-free way to push through initiatives, make appropriate decisions and find solutions to the problem is depending on the employee engagement. Experience, inspiration, initiative, initiatives are of prime importance in the realization of goal. This is an output and an outcome of employee engagement. The learner attempts to focus on institutionalization of this concept of employee engagement in this paper presentation.

With increasing competitiveness today’s business scenario has become high complex. Aims to focus on ‘Employee Engagement’ which has become increasingly important.

Introduction
Unlike the laws of physics, the laws of management are neither for ordained nor eternal – and a good thing too, for the equipment of management is now groaning under a strain of a load it was never meant to carry. Whiplash change, Fleeting advantage, technological disruptions seditious competitors, fractured markets, omnipotent customers, rebellious shareholders – these 21st century challenges are testing the designs limits of organizations around the world and are exposing the limitations of management model that has failed to keep pace with the times.

Management - the capacity to marshal resources, layout plans, program work and spur effort – is central to the accomplishment of human purpose when it is less effective then it could be, or need to be, we all have to pay price.

What ultimately constrains the performance of the organization is not its operating model, nor its business model but its management model. One person’s imagination and foresight are no substitute for those of a multitude. However, a constructive and proactive employee engagement is one of the parameters as a part of solution for this complex situation.

What is employee Engagement?
It is a contemporary concept. It has proven close correlations to organization’s business performance.
So the question emerges; that what does the company look for from the employee?
That is : do over and above the assigned work; a bit more than the excellent result and that too continuously, a regular and committed attendance.
With dedication devotion, determination, loyalty and reasonable long stay with the company, sense of ownership i.e. not to use office equipments, stationery, time for personal use and comport themselves with dignity.

Focus
The Focus will have to be on team building, team spirit, team engagement. The employee heart will be truly at work. They must have a real attachment to the organization and possess a feeling that; ‘I am at a great place to work; Employee must have a pride to be associates with the organization.

How?
A sense of safety and control assist to build this relationship. Good infrastructure, proper seating and working conditions, safety norms, salary on time, being treated courteously, consideration by empathy are some of the contributing factors.
Companies are building a sense of affinity different measure. Such as promoting employee co-operative society. They promote a habit of systematic and regular saving. When the need arises; employees can avail loan/advances at a reasonably low rate compared to market rate and that too at the earliest possible. Organizations are also having a system to give advances/loans at lower rate. Prestigious brand of a company also magnetize an employee to be glued. Opportunities for career growth and proactive response from employer for value addition ensures employees engagement Research finding states that money is a chief motivation.
has the properties of cementing the bonds of loyalty. Because it is instrumental in fulfilling the material need.

**What is the perception of employer and employee?**

Employee must have/and contribute an honest day’s work. Work expands so as to fill the time available for its completion. Work always’ Find those. Who do it? There will always be a small number of people with diligence and merit. But they may be unfairly burdened with ever. Increasing work on the premises; that is good for the organization And When it is practiced excessively people who are taking initiative and do contribute. think :: Never make the mistake of asking/offering to do anything unasked. They also tend to act: not to finish an assignment ahead of time.

**SURVEY**

The authors attempted to learn/explore one dominant aspect: Is workplace showing the signs of disengagement? Survey reveals that approximately fifty percent of employees say that they may leave their current employer; once the job market improves. Both in line function and staff function. There is no exception. So the task is to identify; who may be vulnerary to “Poachers,” and what you do to reinforce loyalty in a work environment, is key.

During discussion with employees and employers it is inferred that: it is important to recognize that the lack of employee satisfaction; is not always the motivation for employees to leave. Many times, whether that employee feels engaged; is critical. Keeping employees engaged in their work environment and providing feedback has been positively linked to making employees feel like their presence in the organization; makes a true difference. Engaging employees by facilitating a workplace that continuously provides opportunities for bettering oneself can make a difference that increased pay cannot compete.

Another key ingredient for retaining superstars is providing them with regular praise; for a job done well. People remain engaged when they receive recognition and appreciation for their contributions. They are satisfied when they experience open communication and demonstrated trust; with their immediate supervisors and they excel when they believe that they have got longer – term current role in the organization.

The principal leader in an organization; was always praising the contribution of an employee. The employee was inflamed and energized. Not only his work was exemplary in his assignment but he volunteered to shoulder additional responsibility and contributed note worthy. It was applauded publicly. However when reward after performance appraised was declared. He was assessed at par with average people. Whose work was perfunctory empty promises, loud talks may be impressive. But it erodes “trust”. Trust depends on “trust worthiness” and it has to emerge from the bottom of one’s heart.

“We have to identify disengaged” one respondent exclaimed. The disengaged can be spotted by identifying those:: who were arriving significantly earlier, taking very small lunch breaks, late departure and continuously engaged and engrossed in work focusing on “outcome”. And have Suddenly adopted a 9 to 5 time clock. Enthusiasm seems distant and has nothing positive to contribute.

Whether change is obvious or intuitive, if you sense an unhappy former superstar comes knocking that employee will likely consider leaving.

There is a trend which says that engagement is directly linked to innovation. When people are engaged; they tend to be more creative.

Apart from improved productivity levels; employee engagement also promises better financial returns. We are following a log strategy where talent gets paid for the business conducted a year ago or a few months ago. Now more and more companies are adopting a lead strategy. They plan to double business in say three years and that the talent is responsible for that is responsible for that amount of business will be paid accordingly. Here compensation is related to business plan.

Focusing on horizontal hierarchy is another important tool is engaging employee. Whoever adds value at that point in time is superior them, irrespective of his experiences, title and role. At that point in time, they are in-charge.

Coffee clubs, it is not just people coming together, but coming together to address key issues that face and using each other as a resource to bring out best practices today.

Another point to ponder. Leaders! Bullying can cause emotional distress. The effects of bullying can be quite detrimental – both to the individual and the work place. Bullying targets experience stress related health problems like – depression, anxiety, sleeplessness among other symptoms. For the company’s part, a business can see a decrease in productivity, an increase in employee turnover increase in health claims for stress related illness and in some cases potential litigation cost. In a small business environment such issues are magnified and there is little capacity to hide the incident from others Bullying is outrageous, inappropriate behavior, physical. Verbal, subiler. It is what is said, and how it is said – both language and tone of voice all contribute, Ant bullying policies and procedures are cosmetic. What is
important – committed leadership. Reiterate to the bully that his/her behavior is neither acceptable nor tolerable. Be sure that bullied employee feels he/she can share what is happening.

The survey also vindicates that the aspects of employee engagement relates with work place environment [organizational climate, occupational type, work a holism] which relates to levels of both Drive and Enjoyment. Work pressure, involvement, co-worker cohesion, supervisor support all relate to work enjoyment. During the survey and learning stage it is leveled that those in the business services had higher drive and lower enjoyment than those in the social services. A strong drive to work has been associated with high job satisfaction and high productivity.

Employee engagement correspondent to job satisfaction which in turn attribute to top five very important aspects viz. benefits, compensation, work-life balance, job security feeling safe in the work environment. Employee vehemently vindicated that employer [HR professionals] allow ‘benefit and compensation’ to be overshadowed by issues that are not among the most relevant to employee job satisfaction/engagement.

It is opined that a high illumination and focus on issue such as corporate accountability, corporate ethics and disclosure of relevant corporate information are increasingly important center of attention in employee engagement.

**PATH AHEAD**

Motivation for an employee and organization to be engaged and enlightened to be committed, contributive, involved and responsive to the noble cause comes from both internal and external environmental factors. The important driver apart from other discussed, are personal ethics of individual, laws & regulations, assurance of relations, reputation. As per Vedic mythology, business excellence can be achieved only through “Prosperity for all”.

In a nutshell, focus on commitment, challenging work, collaboration, culture, compensation communication, concern for due process, computers (new technology), competence. And the result will be employee engagement &

**Some suggestions to keep employee engagement**

1. Ask employees what they work
2. Pay them well
3. Provide for Them
4. Show them a future
5. Challenge Them
6. Empower Them
7. Team Building, Team Spirit
8. Commend Them
9. Thank Them
10. Reward Them

On account of globalization, disinvestment policy, privatization, new trends of international mergers, focus has intensified on cultural issues. As international boundaries vanish cultures get unified, a “global” culture has become imperative. Due to cut-throat global competition, a new role of global manager has emerged. This new global manager is expeditious, action oriented and comfortable with cultural diversity. He seeks opportunities in unfamiliar settings. He has the ability to marshall the forces in the environment for the benefit and growth of the organization.

The global manager applies administrative and managerial functions successfully across the borders.

Cross cultural training aims to develop awareness between people where a common cultural framework does not exist, in order to promote clear lines of communication and better relationships. According to Hofstede (2001), cultural differences arise due to a host of factors like power distance, masculinity vs. femininity, uncertainty avoidance, and individualism vs. collectivism and long term vs. short term orientation. The cultures of various countries can be differentiated on these factors. These cultural differences lead to significant differences in the way people react to stimulus. E.g. motivational factors, managerial techniques, etc.

Managing these cultural differences is the key to creating synergy among diverse people.

Human Resource (or personnel) management, in the sense of getting things done through people, is an essential part of every manager’s responsibility, but many organizations find it advantageous to establish a specialist division to provide an expert service dedicated to ensuring that the human resource function is performed efficiently. “People are the most valuable asset” is a cliché, which no member of any senior management team would disagree with. Yet, the reality for many organizations is that their people remain undervalued, under trained and underutilized. Thus to change this scenario Job Sculpting is vital to be understood and applied.

Job Sculpting means identifying what the person’s ability is and how one can recognize and retain the person in the job. It is the art of retaining the best people in the company. It is also well known that in today’s world no one stays in the same company for a long time. Very few people stay on the same job if one asks why then the answer is that if the job matches their deeply embedded life interests through one way or the other.

Job sculpting includes:
• Enterprise control with managing people and relationships.
• Managing people and relationships with counselling and mentoring.
• Analysis with managing people and relationships.
• Enterprise control with influence through language and ideas.
• Application of technology with managing people and relationships.
• Creative production.

Job sculpting is challenging: It requires managers to play both detective and psychologist. Job sculpting is thus the art of matching people to their jobs that allow them to meet their deeply embedded life interests and help them with their expression of such interests. Even if one feels great about his/her career right now, at some point one is likely to feel the need for a change. That's just a part of life. But if the cards are played right, there is never a need to reach a place where the desire for change is so strong that there still is a feeling of being compelled to upend everything and start over in something new. What's the trick? Practice job sculpting. Think of it as a slow motion approach to career change. When people look at their jobs, they typically have the impression, "Well, this is what it is. Either I suck it up and accept it for what it is, or I quit and find something new." But the reality is, most people's work is more malleable than they realize. That perceived rigidity comes from two things. First, most people don't typically ask change-enabling questions. They don't seriously ask the questions, "How could I change this to make it more appealing to me?" "How could I change what I do, or how I do it?" "How could I change who I do it with?" The second reason for that perceived rigidity is that people forget to factor in the variable of time. They paint the future's potential based on what they are experiencing right now. But what may seem unchangeable in the here and now often becomes possible. Like sculpting, job sculpting is also an art. An art of matching people to jobs that allows their life interest to be expressed. Often employees lose awareness of their life interest while fulfilling other people's expectations or picking up an easy career. This innovative technique need not be restricted to the HR department. Any manager who has a keen interest in his fellow employees can become a master craftsman. The criterion is he should be able to drag that 'life interest' from its hibernation and increase an employee's awareness to it.

Working Environment of most of the companies is very good. Employees are static about the evaluation of their performance. Criticism is given in constructive manner always. Employees are rewarded with increments for outstanding performance. Target completion, Sincerity, Quality Work, Team spirits, these are the attributes considered while evaluating employee's performances. Job sculpting really helps the companies to identify about their employees needs and their performance. Thus, Job Sculpting is vital and plays an important role in actually understanding the role of one's interest in their job and the effective ways in which it helps in improving the workforce on a personnel basis as well as on an organizational scale. And hence John Ruskin said “When love and skill work together, expect a masterpiece”.

Reference
[4] Personal Observation & Experience