

Chapter 6

Drivers of Employee Engagement and Engagement Value Proposition

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ABSTRACT

This chapter will focus on the drivers of employee engagement and will define the engagement proposition for the employees in the organization. It is important for the human resource systems in companies to be effectively clubbed with new processes to make employee engagement an end-to-end practice. Employers know that engaged employees are more productive, and therefore, every organization needs to analyze the drivers of employee engagement. There are many drivers to employee engagement. This chapter will discuss a few engagement drivers, namely meaningful work, workplace environment, and recognition.

INTRODUCTION

Over the years one of the toughest challenges confronting the CEOs, HR and business leaders of many organization, has been how to ensure every day when their employees check-in, they do so not only physically but also mentally and emotionally. In short, they are engaged at work. It is important for the Human Resource systems in companies to be effectively clubbed with new processes to make employee engagement an end to end to practice. Engagement at work was conceptualized by Kahn (1990) as “harnessing of organizational members” selves to their work roles. Engagement is closely associated with the existing construction of job involvement (Brown 1996) and flow (Gruman, J 2011). Employers know that engaged employees are more productive and therefore, every organization needs to analyse the drivers of employee engagement. Outperforming and set new standards is what a highly engaged employee will consistently do. In the workplace research on employee engagement (Harter, Schmidt and Hayes, 2002) employers have frequently asked employees “whether they have the opportunity to do what they do best everyday”. Employee engagement cannot be enhanced only by crafting and executing effective talent strategies but their contribution and quality of output made by them also depends on their relationships

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with their colleagues, subordinates and seniors. It is a rudimentary need of human beings to belong and to be belonged. Such collaborations can be a major contributor to the success of a company.

With time, the mindset of employees has also shifted. With changes in terms of technology, ¹lifestyle, and demographics, the formula of workplace happiness has certainly changed and the kind of incentives that employees respond to have also changed. Employees these days are no longer engaged in doing the same job day in and out. Employees feel motivated when they are provided with opportunities for taking up new challenges, coupled with rewards and recognition. These are in fact some of the new priorities of the new age employee. These priorities are significant to employee engagement, and they are as crucial as supporting and developing the right kind of experience for your employees to create a meaningful workplace.

There is a discrete variance between behaviour's exhibited by an employee who is engaged and disengaged.

Employee Engagement

In order to strive to gain competitive advantage over the others engaging employees is a current instrument to benefit every company. Human Resources is one aspect that cannot be replicated or copied by the competitors of the other company and is measured the most appreciated asset if accomplished and involved effectively. This idea has been stressed by Baumruk (2004), in order to be the most influential reason to measure a company's success the only yardstick is employee engagement. Katz and Kahn (1966) have talked about the notion of employee engagement in their job related to managerial efficiency. Nevertheless, it was stated in over-all as the needs to be established to deliver a creative and co-operative work atmosphere prominently to effective performance and success. Kahn (1990) familiarized the model of employee engagement, giving his description cited in his study, specifically, "the connecting to the members of the organization" selves to their roles; employees employ and express themselves physically, emotionally, cognitively during job performances".

Job engagement has become one of the most significant topic in recent years. It has become an area of interest for most of the organization since it directly affects the business outcomes. During early 70's and 80's, HR's focus was more on personnel engagement which catered only to employee satisfaction. However, it gradually started moving to employee engagement which measured employee's dedication and commitment to the organization. The term job engagement was first used by William A. Kahn in a 1990 Academy of Management Journal who is also considered as an academic parent of employee engagement. There is no single widely accepted definition for employee engagement till date. According to Kahn, "employee engagement is an ideal situation where an employee is involved in his job physically, cognitively and empathetically". After his study, there was growing interest in employee engagement. In 2017, Wilmar Schaufeli and Arnold Bakker defined engagement as "a positive and fulfilling state of mind that is characterized by dedication, vigor and absorption".

(Shuck 2017) in his study argues that employee engagement is different from organizational commitment because Organizational Commitment is an employee's connection with his organization, while, engagement is how much involved an employee is in his work. Job engagement also differs from Organizational Citizenship Behavior, as the engagement is concerned with the desire for one's role, while OCB refers to a person's voluntary commitment within an organization.

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