

Employee Engagement: Emerging Perception of Management vs. Employee

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Introduction

The word engagement it is not simply commitment with job (or) work. But employee engaged with actual care about their performance, the clear view of future opportunity to improve self as well as to survive in the competitive business corporate. Today the emerging trend requires potential employee with highly skilled expertise. Organization will continue to be challenged. The level of business status in global, showing signs of recovery, which will create more opportunities for employers and employees. In this concept employee engagement, the employers' have to focus the important drives that motivate employees. If the management has high level of engaged workforce, that help to deal with challenge and improve engagement levels and that continues for the success in the future.

Why management needs employees want to be engaged?

Traditionally, the concept employee engagement has been with us for many years. The years of ego Gallup & other companies pioneered the concept of the "engagement survey". The roots of these employee engagement started in the late 1800s when "Fredrick Taylor, a pioneering industrial engineer, studied the attitude of the employees, brought a big impact in the productivity."¹ Even today also the employee's attitude and behavior reflect in the output. This belief emphasizes the importance to employee engagement with in organization.

Employee Engagement Model



Employee engagement at Emerging talent imperative, all business leaders face unprecedented challenges brought on macro-level economic, technical, demographic and social trends. These demand, availability of talent, changing requirements of the workforce from companies, and changing expectations of companies from the workforce. Many business leaders will need to revisit and set new strategies but they cannot effectively execute on what is required for future survival without people. Not just people, but engaged employees. Engaged employees invest their discretionary effort in the right behaviors to achieve future business objectives.

How engagement drivers motivate employee?

The organization engagement measures the level of employee engagement and the experience of employee across different aspects of the work environment. Today we have much survey measurement to identify which things make employee different. This information, referred to as impact analysis, identifies and prioritizes factors that drive engagement. This model identifies the primary or key drivers of engagement and the magnitude of expected improvement if action is taken. It also identifies the potential decline in engagement if key drivers are not maintained. For employers, improving the engagement level of specific drivers can improve overall employee engagement. For three consecutive years globally as well as across all regions, career opportunities have consistently ranked among the top three drivers positively impacting overall engagement levels. There will be various reasons for an employee to work in an organization. It may be for salary or because of the loyalty of the organization or status or the mission of the organization, the employees get impressed (Tiwari Shash, 2010).² Apart from these three, two more factors are there:

1. **Individual driver:** Individual or self-motivated means caring oneself accountable for one's decision and actions. The inner driver leads a person to do things with confidence and more effectively.
2. **Social driver:** the social driver can be either management or peer to peer encouraging mutually. This positive power of peer pressure is to engage each other, leads to desire engagement attitude and behaviors. Every organization work environment will differ according to the culture of the organization.

The role of emotional intelligence on employee engagement

Most often employee engagement has been defined as emotional and intellectual commitment to the organization (Baumruk, 2004; Richman 2006; Shaw, 2005).³ Affective commitment emphasizes the emotional connection employees have with their work and is analogous to the emotive qualities of engagement (Mackey & Schneider, 2008).⁴ Employees' emotional attachment with the organization is viewed as an indispensable factor in shaping commitment and loyalty which are outcomes of employee engagement (Ripades, Eisenberger & Armeli, 2001).⁵

The leader or management when they have high level of EQ is better to initiate and create a deep engagement among employee. If the less number of engagement, employee may be demotivated, which can lead to a high rate of employee turnover that is not fair for the wellbeing of the organization. Emotional intelligence is the primary driver to leadership. Every organization running under pressure meets competitive advantage. This pressure may lead leaders to behave hardly and get work from employee under the stress. This would definitely break the engagement of employee.

Perceptions on relationship between employee engagement and recognition of reward; there should be a connection between employee contribution and compensation paying them by management. When a small research was conducted in the year 2013 at Voltech Group, Power Engineering, HR services, among the fresh trainees in the company, it is noted that they all were very new to the company and they were placed at minimum remuneration. The first two months the performance was high and they contributed as much as possible. But after wards they tried of achieving target and they demotivated by remuneration. This situation continued for months. To improve employee engagement the HR department announced that there will be program conducted by event management department for sales promotion every month end. Those who can produce the best sales promotion will be encouraged by some amount of incentive. So every month employee worked effectively. This is a valuable effort the company has done on employee engagement especially with regard to the work effort and reward.

Current Common Barriers: Though employee engagement is felt everywhere as most essential there are still some barriers in the task.

Job Insecurity: The real impact of job insecurity can have the significant impact on employee engagement. When an employee truly engaged with organization, he/she can broadly say positive things about their organization to others. Similarly the job insecurity can have a direct impact on employee behavior, tell others negative things about the organization. Every employee feels that our job is secured with a steady income which helps to support family.

Unfairness: Today most of the MNCs facing a common problem like unfair promotion. The situation of unfair promotion definitely will lead an employee to look for other job. The perfect recognition of employee is to make them engaged with organization more close; otherwise the bottom line relationship will not be succeeded.

Less Number of Opportunity: The potential employee always seeks for the best opportunity. When the management not offers equal and continuous opportunity to high skilled employee, it reduces the level of engagement towards work performance.

Poor Management: Actually it's the responsibility of management to retain potential employee within organization. When management fail to support,

retain, motivate the employee, they may lose the potential workforce and so, and it will create a gap in the organization and it will be a time consuming process again to recruit and train another person. It is actually leads to loss of potentials on the other hand. Therefore, it is so needed that management should be effective enough to coordinate the workforce effectively.

Not right person to right place: In many organizations the employee will not be placed on the right place, for example, the employee highly knowledgeable with marketing department but the management placed him HR department for low income or for the purpose of filling empty place. This may lead to unrest and this will result in less performance among the workforce side.

Conclusion

Employee engagement emphasizes overall success of the organization. Employee engagement is becoming increasingly mainstreamed, it is still a young tool, and the effectiveness of different approaches varies widely. The organization implements and refines their employee engagement efforts, it is important that they continue to collect the kind of feedback and motivate them with correct recognition of rewards. The two way communication enhances the management and employee relationship with regard to commitment. To meet the corporate competitive advantage, the organization develops their work environment by providing various training, development program, orientation about modern trend. So that is can motivate employee to commit more effectively and hence the management can retain their high skilled employees.

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