

# EMPLOYEE ENGAGEMENT: CONCEPT, CHARACTERISTICS AND IMPORTANCE

NAVAL SINGH RAJPUT\*

*"The best companies now know, without a doubt, where productivity-real and limitless productivity-comes from. It comes from challenged, empowered, rewarded teams of people. It comes from engaging every single person in the organization, making everyone part of the action, and allowing everyone to have a voice-a role-in the success of the enterprise. Doing so raises productivity not incrementally, but by multiples."*

**Jack Welch**

**Former Chairman of General Electric,  
Human Resources, 10 September 2003**

## INTRODUCTION

Employees are considered to be the most essential component of organizational growth and development. The enthusiastic, committed and loyal employees are the requirement of any organization. It is because the growth and progress of the enterprise is depends upon its capable human resources. Therefore, it is the need of the hour that, Organizations should increasingly convert themselves from traditionalism to the contemporary learning corporations to retain their human capital and they must look forward to the means and methods to engage employees in their organization.

With changing society the needs, aspirations, values and motivation of Employees has an also changed employee today want to be in the best

workplaces handling the best suited responsibilities and enjoy greater autonomy at work place. Therefore, engaging the employees to the work as per their competency level must occupy the centre stage for the academicians and researchers engaged in the HR field. An employee believes in the mission, aims and values of an organization and shows that commitment through their actions and their attitude towards the employer (both internal & external) will decide the employee satisfaction towards his/her work. Employee engagement is at the highest level when the statements and conversations held reflect a natural enthusiasm for the company, its employees and the products or services provided.

Employee engagement is the level of dedication and participation an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization.

## WHAT IS EMPLOYEE ENGAGEMENT?

As stated by Robinson, Perryman & Hayday (2004) employee engagement is important in the HR consultancy market, yet there is dearth of academic research in the area and there is no consensus over either meaning or the measurement of the construct. We can understand Employee engagement as:

---

\* Assistant Professor, Udaipur School of Social Work, Udaipur.

**Correspondence E-mail Id:** editor@eurekajournals.com

- The willingness and ability to contribute to company success.
- The extent to which people love and believe in what they do and feel valued for doing it.
- The extent to which employees put voluntary effort into their work, in the form of extra time, brainpower and energy.
- The degree to which an employee is emotionally bonded to his/her organization and is passionate about the work that really matters.
- The extent to which people enjoy and believe in what they do and feel valued for doing it.
- It is an individual's involvement and satisfaction with as well as enthusiasm for work.
- It is the process of engaging the employees productively.

### **MEASURING EMPLOYEE ENGAGEMENT: SAY, STAY AND STRIVE**

The commitment and engagement of an employee is measured by three primary behaviors –

'Say' is clearly achieved if the employee normally speaks positively about the organization to co-workers and refers potential employees and customers.

'Stay' refers to the employee's deep desire to be a member of the organization, even he has opportunities to work elsewhere.

'Strive' indicates an extra effort and behaviors that contribute to business success.

### **LEVELS OF ENGAGEMENT: ENGAGED, NOT ENGAGED, ACTIVELY DISENGAGED**

Engaged

- Work with passion

- Feel connected to work, employer
- Drive innovation

Not engaged

- Checked out or retired on the job
- Putting in their time, not their energy

Actively disengaged

- Interfere with others productivity

### **CHARACTERISTICS OF ENGAGED BEHAVIOR**

- High levels of effort
- Persistence at difficult tasks
- Providing assistance to others
- Going "above and beyond"
- Making recommendations
- Expanding personal
- Adapting to change

### **CHARACTERISTICS OF NOT-ENGAGED BEHAVIOR**

- "Not-engaged" employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish.
- No initiative in employee performance.
- Involvement in unhealthy activities (smoking, drinking liquor).
- Silence indicates problem in the workplace.
- Lack of learning attitudes.
- They want to be told what to do just so they can do it and say they have finished.
- They pay particular attention to on accomplishing tasks vs. achieving an outcome. Employees who are not-engaged tend to feel their participations are being overlooked, and their potential is not being tapped.
- They often feel this way because they don't have productive relationships with their managers or with their coworkers.

## **FACTORS AFFECTING EMPLOYEE ENGAGEMENT**

- Workplace Culture
- Organizational Communication
- Managerial Styles
- Leadership
- Company Reputation
- Access to Training & Career Opportunities
- Work/ life Balance
- Personal Empowerment

## **NEED OF EMPLOYEE ENGAGEMENT**

An organization's capacity to manage employee engagement is associated to its ability to achieve high performance levels and superior business results. Some of the advantages of Engaged employees are:

- Engaged employees will stay with the company, be an advocate of the company products and services, and contribute to the bottom line of the business success.
- They will perform better and are Self-Motivated.
- There is an important link between employee engagement and profitability.
- They establish an emotional bond with the company. This impacts their attitude towards the company's clients, and thereby improves customer satisfaction and service levels.
- It establishes passion, dedication and alignment with the organization's strategies and goals
- Increases employees' trust in the organization
- develops a sense of loyalty in a competitive environment
- Provides a high-energy work culture
- Makes the employees effective brand ambassadors for the company
- A highly engaged employee will constantly

deliver beyond expectations.

## **CONCLUSION**

Employee engagement is obviously a smart business investment and organizations should make engagement a top priority. The engaged employee feels that there is somebody in the organization who cares for him and wants his success and growth. This in turn develops the commitment and involvement of the employee towards his/her organization. He feels emotionally connected with the organization, develops trust and makes efforts for growth and progress of his organization. Therefore, every enterprise must take initiatives in engaging their employees.

## **REFERENCES**

- [1]. Sharma, B.R., Gitanjali & Sharma, Y. (2010), "Search for the Drivers of Employee Engagement among Executives of manufacturing Organization" *Management and Labour Studies*, 35(2); 189-207.
- [2]. Sharma Baldev and Raina D.Anupama (2013), "Employee Engagement Predictors in the Indian Segment of a Global Media Organization" *The Indian Journal of Industrial Relations*, Vol.49,; 1-12.
- [3]. Randall S. Schuler et al., *Effective Personnel Management*, Third Edition, West Publishing, New York, p-149-152
- [4]. Dale S. Beach, *Personnel-The management of People at work*, fourth Edition, Macmillan, New York, 1980, p-169-171.
- [5]. [http://www.gallup.com/pdf/employee\\_engagement](http://www.gallup.com/pdf/employee_engagement).
- [6]. <http://www.usc.edu/pdf/employee%20engagement>.