

EMPLOYEE ENGAGEMENT FOR BUSINESS SUSTENANCE: A STRATEGIC DATA DRIVEN APPROACH

Abstract

Employee Engagement is essentially a technique constructed to facilitate employers for measuring the level of employee satisfaction and fidelity within their organizations, which has ultimately demonstrated to be an integral ingredient towards the companies productivity. It is a complex phenomenon, one that requires continuous attention from organisations.

While the significance of employee engagement has increased in the preceding decade, with headlines of a potential recession and lay-offs from well-known organisations, it is important that you do everything to re-engage your employees. By tracking a data-driven method, engagement initiatives taken by the Organization can be rooted in their set of rigorous principles, facilitating the businesses to have an engaged group of employees. It's not only about the overall growth but also about the retention of the key talent.

Keywords: Employee Engagement, Data driven, Attachment, Strategies ,Workplace...

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I. INTRODUCTION

“There are only three measurements that tell you nearly everything you need to know about your organization’s overall performance: employee engagement, customer satisfaction, and cash flow. It goes without saying that no company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it.”

Jack Welch, former CEO of GE

Employee engagement is the work-oriented involvement of the employee with an optimistic and deliberate attitude towards the companies work, workplace and the work culture.

It is a practice, through various engaging activities and a developmental atmosphere in the organization the employee's average productivity increase. It is very evident in the inception only that Employee Engagement is one of the vital tools for an Organization to perform, sustain and grow in any Business environment. It is equally necessary to understand and accept the fact that it has to be a very smart, purposeful and strategic approach of any Organization to handle the curse of recession, change. Engagement means Physical, Cognitive, Emotional connectivity of an individual to one’s work and work place. Problem creeps in when there is no or not proper mapping of this degree of attachment / engagement of employees with the work or workplace they are working at. It's foremost to collect the data of employee engagement for having the understanding of as in where the team stands, understand which the particular areas are need to be improved the most, and to create a benchmark for the future efforts.

In this Chapter a review of literature from numerous findings incorporated in Journals , Articles , Magazines etc and also inputs of various corporate practices have been used as a part of the descriptive technique.

II. REVIEW OF LITERATURE

Arnold Bakker (2011) states that fully involved employees committed to their work role. These employees are the ones who actually have that energy, dedication which they pour in their work activities. This research study gives us the overview of the concept of engagement to respective work and discusses the forebearers and outcomes of engagement.

According to Holbeche and Springett (2003), the perception of in context to the workplace are undoubtedly linked to their levels of engagement and, ultimately, to their respective performance. They claim that employees through their work actively seek meaning unless the Organization tries to put sense to it, then only employees are likely to quit.

Robinson et al. (2004) define employee engagement as “a optimistic attitude held by the employee towards the value system of the Organization. An engaged employee is concerned of the business perspective, and for the benefit of the organization the employees works with

colleagues to improve performance within the job. An organization requires a two-way relationship between employer and employee to encourage and foster engagement.”

At the professional and personal levels, Disengagement and personal engagement are employee’s behavioural state and a key driver of motivation to demonstrating behaviour. The employees engagement level surely affects the productivity of an organization. The motivation level of an employee is correlated to job satisfaction. Motivation also relates to the emotional state of an employee (Deci & Ryan, 1985). When employees start disengaging and being defensive they begin to withdraw, and hide their identities, ideas, and feelings, and the result is an adverse effect on work performance (Deci & Ryan, 1985).

When business leaders implement Employee engagement strategies which result in higher levels of employee engagement (Blattner & Walter, 2015), resulting customer satisfaction, productivity, and profit (Bowen, 2016), and diminishing the levels of employee accidents and turnovers (Barrick, Thurgood, Smith, & Courtright, 2014). Business leaders try to enable employees to hold positive attitudes toward their organization (Mowbray, Wilkinson, & Tse, 2014).

Employee engagement has emerged as one of the greatest challenges in today’s workplace. With complexities and stringent regulations in many organizations, employee engagement will continue to challenge organizations in the future (Mishra, Boynton, & Mishra, 2014). This aspect challenges management because engagement is a critical element in maintaining the organization’s vitality, survival, and profitability (Albercht, Bakker, Gruman, Macey, & Saks, 2015; Breevaart et al., 2013; Farndale & Murrer, 2015). Organizations that have highly engaged employees have greater profits than those that do not (Society for Human Resource Management [SHRM], 2014). Organizations with highly engaged employees experience increased customer satisfaction, profits, and employee productivity (Ahmetoglu, Harding, Akhtar, & Chamorro-Premuzic, 2015; Carter, 2015; Cooper-Thomas et al., 2014; Vandenabeele, 2014) In today’s workplace Employee engagement has emerged as one of the greatest challenge. In many organizations, employee engagement will continue to challenge organizations in the future with the onset of complexities and rigid regulations (Mishra, Boynton, & Mishra, 2014).

This viewpoint challenges management because engagement is a detailed element in maintaining the organization’s vitality, survival, and profitability (Albercht, Bakker, Gruman, Macey, & Saks, 2015; Breevaart et al., 2013; Farndale & Murrer, 2015).

In Organizations that have highly engaged employees have greater profits as deliverables than those who do not (Society for Human Resource Management [SHRM], 2014). Increased customer satisfaction, profits, and employee productivity is a favourable result of highly engaged employees. (Ahmetoglu, Harding, Akhtar, & Chamorro-Premuzic, 2015; Carter, 2015; Cooper-Thomas et al., 2014; Vandenabeele, 2014)

Mone and London (2010) defined employee engagement is “a condition of employee who feels involved, committed, passionate, and empowered and demonstrates those feelings in work behaviour”.

It is thus the level of dedication and contribution an employee has towards their organization and its value system. The organization must take efforts to foster and foster engagement, which requires a two-way relationship between employer and employee. Thus, employee engagement is a barometer that determines the relationship of a person with the organization

III. OBJECTIVES OF STUDY

1. To learn the concept of Employee Engagement as an initiative in today's crucial Business Environment.
2. To understand the importance of data driven approach towards having effective and result oriented Employee Engagement.

IV. RESEARCH METHODOLOGY

One of the essential part of Research methodology is research. Research methodology includes collecting the information that can be used to analyse and to make use of those inferences in order to improve the business related decisions. In the research methodology for this paper, secondary data has been used. Which is basically the data taken from publications, journals, research papers, articles etc.

Why does Employee Engagement matter more in today's crucial business environment

Employee engagement is a significant factor that directly influences the overall success and progression of an organization. Now adays it is an everchanging, competitive, evolving etc. The challenges are also unique. In this vigorous landscape of today's business environment, the view of employee engagement has emerged as a decisive driver towards productivity.

As per the research done and survey conducted, a meta-analysis was conducted by Gallup which was based on 263 research studies across 192 organizations in 49 industries of 34 countries. It significantly highlights on how employee engagement affects performance outcomes in:

Ratings by the Customers

Profit margin

Productivity

Turnover

Safety Measures

Incidents related to Theft.

Absenteeism Issues

Patient safety incidents

Quality of output

The findings say that companies which recorded maximum in employee engagement had four times the accomplishment rate of companies that scored lowest.

Employee engagement data: This data is actually the compass that guides your organization effectively through the frequently-raging bulk of human resources. Data here talks about the

overall health of the organization, detecting the areas for improvement and creating a workplace where employees are motivated and happy. It's about the assessment of how emotionally committed the employees are to their respective roles and equally to the company culture.

It's not challenging to comprehend as in how role clarity, approach to training and resources, timely acknowledgement and appreciation received for a job well done improves an employee's performance. The capability to learn the new skills and to develop oneself competently, fused with values and the overall environment that talks about employees' reaction and ideas, facilitates the employees to establish skills and become better and better. They also gather expertise and intellectual capability that only improves their worth to the organisation.

Retaining perspective of such worth employees is the main concern for the leaders. Those who are concerned about the employee welfare and foster a strong sense of belonging and purpose will be compensated with good retention, intrinsic motivation, and job satisfaction to name a few.

Primarily this data facilitates an organization to figure out strategies to boost workplace satisfaction and productivity. Collection of this Engagement data is fundamentally the process of acquiring the data about the employees' feelings, attitude, and behaviour at the workplace and during work. The Sudden dip in the Employee Engagement statistics or any respective hints through the data collected gives the input to the Organization to focus on a specific issue.

Certain relevant data driven approaches that ensures one an in depth understanding into the workforce satisfaction level, productivity and commitment through Employee Engagement perspective.

- Employee satisfaction surveys
- Employee engagement scores which essentially evaluates an employee's emotional connect to their job, to the company and the preserving corporate culture.
- 360-degree feedback approach
- Turnover
- Absenteeism issue
- Defined Productivity metrics

Such elaborate and detailed data help organizations decode the emotional commitment of their employees, their level job satisfaction, their issues of work life balance and how it eventually translates into productivity and employee retention. By analysing and acting upon this data, businesses can create a more highly engaged and satisfied workforce.

Again knowing or tapping the pulse of the people in Organization doesn't happen at one fine go or with only one of such surveys or interventions. Time and again understanding and conducting analytical study of the current engagement level of the employees must be done which means recurrent efforts to be taken. Here the data is talking about the take of the employees on a particular job they are performing on some current project, assignment etc..

- *It is to understand that are they aligned to the requirements of the assignment.
- *Do they see themselves in the outcome of this assignment.
- *Are they having any insights, possibilities to contribute for the better accomplishment of the deliverables.

Likewise, there are Behavioural data as well which is needed to be analysed. In this context the overall behavioural makeup of the individual can give the analyser enough inputs to shape the engagement probabilities and thus to strategize the engagement avenues for the particular employee. The relevant cues which can be the data are Attendance reports, HR systems, mailing platforms, Social media platforms etc..

- *It is to capture the individual personality of an individual and the tendency which can either be of use for the organization from an input point of view towards the deliverables or not.
- *To substantiate the engagement tool to the fullest for the individual.

Collecting and investigating the Feedback system in an Organization. It is not only to collect data about suggestions on certain process, system but also to listen towards comments, reactions, denial, lack of acceptance, dissatisfaction etc but on a genuine and approachable mode. It is at the same time to share about their contributions towards the job allotted to them. Now here organizations can go for Focussed Interviews, polls, rating methods etc..

- *Intention behind is to listen and be open to look forward to some constructive resolution towards acceptance and engagement.

Furthermore, of indulgence and analysis is needed in the overall environmental or culture of the Organization as in how if at all it excels or impedes the Employee engagement flavour within the Organization. A very useful and tactful method to collect or study this data is through the Observation and informal interview techniques.

- *Culture either pushes or drives the attributes of employees towards aligning their own goals with organizational goals or it pushes them away from it. The values, principles, norms are shaped up with the basic perspective of culture which each and every one in the Organization breathes and it's same for all.

By putting up measurable and effective benchmark, trendsetters, standards in front of the employees can also move ahead towards an effective and attainable engagement policies at place.

V. CONCLUSION

With less number of engaged employees and more disengaged ones, revenue generation for many organizations will be hard hit due to the decrease in productivity and ultimately leading to increase in absenteeism, and frequent turnover.

In this paper it has already been discussed and put forth the Employee Engagement being a crucial and sensitive area to be dealt with.

It highlights the perspective of, if the employee:

Commitment of the employees to an organization

If the Employee Identifies themselves with the organization

Feeling satisfied with their Job

Feeling motivated at work

A complete data driven approach must be at place which churns out all the mentioned aspects and accordingly this tool of Employee Engagement can be productively and purposefully implemented and used for the effective deliverables.

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