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EMPLOYEE ENGAGEMENT: IT'S REQUIREMENT IN THE WORLD OF CONSTANT DISRUPTION

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ABSTRACT:

The objective of the present study is tode monstrate employee engagement in present scenario of constant disruption and its positive impact on the employee's performance and retention.Do they still carry the values and are they still required in the constant disruptive world? To understand this, this study looks at the employee engagement factors and their importance to find out their relevance in the current environment. Review articles were used for review methodology. Various factors at organization and individual level were studied. This study will be beneficial to any organisation to build effectiveand robust employee policies based on employee engagement factors and managers can work with more satisfied workforce.

INTRODUCTION:

Employee engagement practices have been stabilized in HR (human resources) since long.All type of originations has different type of policies and practices to nurture engagement and commitment in their workforces. Employee engagement includes the extent to which employees fully occupy themselves in their work, as well as the strength of their commitment towards the organization.Employee engagement is a managerial tool in addition with modern management practices. Measuring employee engagement within an organisation requires a validated and standardized measuring method or/and tool.

Employee Engagement is important and complex component for organization's success. Various elements are influencing Employee Engagement at its implementation level. There are several working patterns which create cultures that are dominated by different motivating factors and they are organization leadership styles, human resource strategies, and culture prevailing within an organization (Khan, 2013).To establish employee engagement in an organization it is critical to determine measuring the levels of engagement of employees within an organization (Imandin et al., 2014). According to Hughes and Rog (2000) "employee engagement is a

heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that in turn influences him/her to apply additional discretionary effort to his/her work". Shuck and Reio (2013) had given the definition of employee engagement. They stated that "the cognitive, emotional, and behavioral energy an employee directs toward positive organizational outcomes". They also described this concept with the help of a series of psychological states (cognitive, emotional and behavioral).

REVIEW:

For the growth of any organisation employee engagement is the key. There can be different states of employee engagement i.e. Fully Engaged, almost engaged, honeymooners and hamsters,Crash-Burners and dis-engaged (Bhuvanaiah and Raya, 2014). Out of these states organisation wish to have all employees fully engaged, as employee is most connected to the organisation's goal and is happy and willing to perform freely in this state.Organisation need to intentionally create an environment that allows the employee to be in the fully engaged state. For this they need to work on factors impacting the employee directly.

Employee engagement is the condition where employees are committed towards the organizational goals and are passionate about their work and they display boundaryless behavior. They put their best efforts to effectively complete their tasks.

There are several factors that impact employee engagement:

1. **Job Clarity:** It is very important for an employee to have a clear understanding of their role, responsibility and expected deliverables. If they understand what is expected out of them, they are more aligned towards their work. This clarity is required more to cope and perform better in the constantly ever-changing environment. This is supported by the views of (Buckingham & Coffman, 1999)

2. **Career Growth and skill Development:** Organisation which provide more opportunities to their employee, to learn, develop ability, a skill, and enhance knowledge in a domain or Industry and those who have a clear growth paths defined have more engaged employees. Everyone wish to grow, if there is a clarity to the next level and opportunity to work on what is required to achieve that level it is easier,healthier, and competitive, leading to more engaged employees. These organisation have more employee retention. It is becoming more important to provide such opportunities to employees in a remote and virtual environment in the constant disruptive environment.

3. **Reward and recognition (R&R):** R & R is one of the primary factors that directly impact employee engagement. Along with autonomy, identity is also important. Recognizing someone'seffort in larger audience and rewarding them have a positive impact on the performance. Providing constructive feedback at improvement opportunities is equally important. The importance of above factor to be fair and transparentis,nevertheless. Whatever is measured is improved and whatever is rewarded is encouraged. R&R also helps in raising the motivational level of employees and keep them going in the tough situations. These views are in accordance with Rath and Clifton (2004).

4. **Employee Value preposition (EVP):** Employee Value preposition is a unique preposition for the organisation which both retains and attracts employees. It is beyond salary, compensation, and benefits. It covers all what an employee can expect in return of

being associated with the organisition. Clearly defined EVPleads to better employee engagement. Employees prefer to stick to the organisation where they can clearly relate to the EVP, it becomes more important in the constant evolving world.

5. **Clarity of company's policiesand practices:** Transparent policies and practices build employee trust and long-term relationship. Involvement of employees during creation of such policies and sharing the purpose and reason behind those policies add to more relatedness of employees.

6. **Communication:** Communication is the key to any relationship. Clear communication of policies, practices, criteria for reward and recognitions, salary structure, compensation and benefits help in better understanding and connect. Specially, in such a disruptive environment when people are not constraint to a location or a site, communication plays a vital role. Clear communication leads to clear understanding and when employees have clear understanding, they have better engagement.

7. **Fair Unbiased treatment:** When employee feels that they are treated fairly in an organisation and there is no biasness. Regardless of gender diversity, demographical diversity if people are treated equally and are given equal and fair opportunities then employees are more engaged with the organisation.

8. **Leadership:** As said "People leave managers and not the organisation" Manager plays pivotal role in employee engagement. A motivating leader, who can clearly articulate his vision, who can mentor, guide, and who can give a constructive feedbackwould have a better connect with the employee and is seen as idol or a role model by the employee building their stronger engagement with the organisation.

9. **Employee health and safety (EHS):** EHSwhile working has direct and correlation with employee engagement. According to Maslow's Hierarchy of needs safety is the second layer of basic needs. People want to feel safe when they are working. The safer they feel more they are engaged. These views are supported by the views of Gyensare and co-authors (Gyensare et al., 2019).

10. **Empowerment:** Highly engaged organisation have high trust environment. Such organisations empower their employees to take decisions related to their functions in the normal as well as challenging environment. They have right to raise their voice and suggest new innovative ideas to the higher management also. Such an environment has space for innovation, fresh air of thoughts and more risk appetite. When managers empower their employees, employee feel more involved and engaged. This also helps them to steer faster in a ever evolving world.

11. **Defined performance appraisal process:** Organisation with clear goals, key performance indicators (KPIs) and performance evaluation parameters have more engaged employees. This builds environment of motivation and trust. This also helps employees to find better career prospects within the organisation and hence a long-term association.

12. **Integrity:** Organisations with higher standards of Integrity, well defined code of conduct and display of compliance in all their activities have higher trust and environment of faith.The integrity of the organisation is also reflected in their product and services. Better quality of services and products also wins buyer's confidence and leading to the growth of the organisation. Employees want to stick to the growing organisation and if they are engaged it is beneficial situation for both employee and the organisation. In the disruptive environment it is more important to win the confidence of customer, supplier,

employee, and all related parties. Especially when employees are working from remote locations Integrity plays critical role. There should be no space or resilience forIntegrity breaches.

13. **Treating Employees with respect:** Love and belonging is the third stage of Maslow's hierarchy of needs. Everyone wants respect and when employees are treated with respect, they are more engaged with their managers and the organisation. A foundation of service-profit chain is that a satisfied staff leads to satisfied customers (Cook, 2008).

14. **Organisation environment:** when employees have perception of high political environment of the organisation there is a no engagement or disengagement of employees is observed, whereas in case of healthy, competitive and fare environment the engagement of employees is higher.

15. **Performance and Productivity:** Engaged employees are highly motivated and have higher performance levels, leading to higher productivity.

16. **Family environment:** Employees spend majority of their time on work, if the environment is friendly,they feel more engaged. Small activities like family connects have shown higher people engagement. When family is connected to the organisation they also help employees in tough times and motivate them to remain connected to a good and healthy organisation.

17. **Emotional factors:** Engaged employees are also emotionally connected with their work, workplace, their product, or function and feel more connected. This helps in higher performance levels and productivity. Emotional factors do have a negative impact at the time of change, however effective change management do help in mitigating this.

18. **Personality Factors:** At workplace, we find people with different personalities, some extroverts, some introverts, etc. This also impacts their engagement with the organisation. High trust, friendly, unbiased, and empowering environment provides space for all personality factors to settle-down and work towards the common goal of organizational growth with more engaged employees.

19. **Skill management:** Engaged organisation provide more coaching, training, learning and development opportunities to their employees. They constantly work on their employee skills to keep them future ready. It is always effective to upskill an existing resource than hiring from a market. Employees when they get such opportunities, they are highly engaged.

Engaged employees are more connected to the organisation and take positive steps towards the growth of the organisation. In a constant disruptive environment organisation need help of engaged employees. Engaged employees help in driving the organizational goals effectively.

Employee engagement is a key factor for the success of any organisation. Every organization wants to gain competitive benefits over others companies and employee engagement is the best tool for it. Engagement plays a crucial role in human resources to attach with their managers, employees and organization. It is a great tool to shape an positive, healthy and growing environment where employees are motivated and connected with their job in real caring manner to do a high-quality job.

Hence, in the constant disruptive environment it is more beneficial for organisation to have more engaged employees. It helps them not only to adapt the changes easily but also help to in dealing with the risks effectively.

CONCLUSION:

The present study suggested that employee engagement strategies is necessary to an organization's profitability and by effectively managing the health and safety issues of employee, managers of an organization can boost the engagement of their employees. Rewards and recognition, empowering employees, and building a bond between leaders and employees are the key factor for a successful organization.

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