

# A STUDY ON EMPLOYEE ENGAGEMENT IN PG COLLEGES

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**Abstract:** Employee engagement is stronger predictor of positive organizational performance clearly showing the two way relationship between employer and employee compared to the three earlier constructs: job satisfaction, employee commitment and organizational citizenship behaviour. Engaged employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer, going extra mile beyond the employment contractual agreement. It refers to a condition where the employees are fully engrossed in their work and are emotionally attached to their organization. Employee engagement is crucial for the betterment and growth of the organization; to the point, it is the investment of the organization's most important asset that must be cultivated, groomed, and advanced.

Employee engagement is level of involvement and commitment on behalf of an employee's level of participation in their organization and its values. Engaged an employee is aware of business context, and works with Colleagues for the benefit of the organization to improve performance within the job. This is a positive attitude towards the organization and its values held by employees. This project is an effort to understand how employee engagement is associated with employee job satisfaction and how on employee loyalty leads to better work force and affect its loyalty. Objectives of the study are to assess the importance of employee engagement in PG colleges and to make suggestions to improve performance. An engaged faculty will show a high degree of commitment and involvement in the profession. For him/her teaching is more of commitment than compliance. Important thing to be noticed here is where this commitment and involvement of a faculty reflect upon? This paper tries to go deeper into the analysis of justifying what engages the faculties of management colleges and institutions in such a way that it enhances the students' performance.

**Keywords:** Employee engagement, emotional attachment, student's performance, organizational commitment, organizational citizenship behavior

## INTRODUCTION

Employee engagement refers to a condition where the employees are fully engrossed in their work and are emotionally attached to their organization. Employee engagement is the emotional commitment the employee has to the organization and its goals. The employees must be assigned challenging assignments as per their interests and expectations so that they devote their maximum time to work rather than loitering and gossiping around. Employee engagement is not a Human Resources initiative that managers are reminded to do once a year. It's a key strategic initiative that drives employee performance, accomplishment, and continuous improvement all year long. It's the outcome from how your organization interacts with people to drive business results. Employee engagement strategy plays a vital role in motivating the performance levels of the workforce. A motivated employee will seek out ways to accomplish a task. He will look at contributing his best at every new opportunity that comes in his way. Such employees realize the connection between their contribution and the company's needs.

Today's dynamic environment signifies that the nature of workforce is changing rapidly. A large number of staff today is young, energetic and tech savvy who are well-connected to their peers, friends and those who matter. Both employer and employee have an active role to play in cultivating engagement. Mutual understanding of context, expectations and innovations is an essential first step even more necessary when there is a generational gap.

Engagement has to be equal on both ends i.e., the supervisor and employee. It is the key to retention of talent. The ever changing dynamics of the talent market have ensured that employers now compete for the best employees as well.

The key ingredients of employee engagement are:

**The nature of work** - Is it mentally stimulating day-to-day?

**Support** - Does the employee feel supported by his line manager and colleagues?

**Recognition** - Does the employee feel that his efforts are recognized and valued?

**Loyalty** - Does the employee want to stay with the company and develop their career?

**Advocacy** - Is the employee willing to recommend their company to family and friends?

**Values** - Does the employee feel that managers and colleagues “walk the talk” in terms of the company’s values?

Today most organizations are focusing on employee engagement initiatives. Some keep their employees engaged through learning and initiatives, some by practicing innovative HR initiatives and some others by passion.

Some of the initiatives commonly undertaken by HR departments towards employee engagement are:

**On-boarding:** When an employee joins the organization he needs to be exposed to the organizations policies and culture. There may be some fresh out of campuses that need to know the basics of communication skills and job related skills.

During the induction programme itself, they can be given an exposure about these aspects, skills sets and the expectations. The on-boarding event experience itself leaves a mark on the minds of the new recruits about the company’s desire to enhance their skills.

**Learning and development events:** The business practices and processes are changing. In this environment, there is an acute necessity for enhancing the skill levels of employees already discharging various functions.

Some of the commonly used channels are seminars, workshops, short-term training programs and MDP’s. The training programmes should be so designed that the employee’s learning curve goes up and they should be able to take on new responsibilities or projects with higher competence levels can be done through picnics, outward bound learning programmes, adventure activities, employee get-togethers, quiz competitions, annual days and sports events. For some of the events, family members may be invited. When family members see that the organization treats employees well and is keen to share good times, there is an automatic sense of bonding.

### Engagement levels

The organizations which believe in increasing employee engagement levels concentrate on the following levels:

**Culture:** It consists of a foundation of leadership, vision, values, effective communication, a strategic plan and HR policies that are focused on the employee. **Commitment** - It is the foundation of engagement. Employees with high level of organizational commitment are willing to exert considerable effort for the organization and make discretionary contributions.

**Cooperation** - It encompasses positive relationship among employees within a group. It is the inherent willingness of individuals working in a team to pull in the same direction and achieve organizational goals.

**Taking responsibility** - Taking initiative and responsibility to become a part of the solutions is an important ingredient of engagement. For an employee to display loyalty towards his organization, the first thing he needs to do is to take responsibility. “Taking responsibility” refer to feeling empowered. Employees who feel empowered have a sense of belonging and excitement about their jobs, they feel engaged at an emotional level and are willing to give their best all the time.

**Strial relations** -Good cooperation and strong employee relations lead to greater employee engagement, stronger performance and higher employee retention.

Employee engagement is making the employee intellectually and emotionally attached to the organization, Employee relation is maintaining positive and creative relationship within the organization between employees, employees and employers and employers and employers always and it means behavioral and creative attitude in the organization among the employees from bottom level to top level and top to bottom

### Need of employee engagement:

- Employee engagement activities develop a sense of connection between the employee and the employer, in turn reducing turnover and assisting in the retention and development of talent
- It essentially relates to holding the employee to his job in the best possible manner
- The policy and practice implications of employee engagement are often captured in ‘high involvement work practices’ and ‘high performance working’
- Engagement is wholly or mainly to do with engagement with the employer, the organization people work for. It is usually measured in the extent to which people wish to stay with their employer, are proud to work for the organization and are prepared to exert extra effort on behalf of the organization

**Employee Relations** - Employee relations is the HR function responsible for maintaining rapport between employees and the employer. This may include settling disputes between an employee, management, workgroup, department, or other employee. The employee relations representative may act as a mediator in the dispute and rules governing the dispute and try to resolve the dispute to the satisfaction of both parties. Employee relations also deals with disciplinary issues, terminations, conflict and dispute resolution, absenteeism, harassment, communication policies, health issues, and workplace issues. When we say relation it is always referred to / with context of someone.... so the way an employee deals with rest all in an organization is dealt herewith which might take the form of grievance handling.

#### **Objectives of the study:**

- To assess the importance of employee engagement.
- To make suggestions to improve performance. An engaged faculty will show a high degree of commitment and involvement in the profession.
- To notice where this commitment and involvement of employees reflect upon.

#### **Review of literature:**

Full Engagement: Three steps to solving the employee turnover problem

Oct 11, 2013, 03.00AM IST By Ross Reck

Step One: Create a Full-Engagement Culture that Defines the Organization and Drives Performance.

Step Two: Hire Only Qualified People Who Mesh With the Culture

Step Three: Leaders Must Lead, Not Give Orders

#### **How to Improve Employee Engagement Take a simpler approach**

By Liz Kelly 5/2/2014

The path to understanding and assessing employee engagement starts with understanding employee experiences—specifically, the critical touch points in the employee life cycle.

#### **Management Tools Getting Employee Engagement from the Get-Go**

Vol. 59 No. 2 By Mark Lukens 2/1/2014

Employee engagement—the act of getting employees to feel connected to, and enthusiastic about, their jobs—is vital to productivity. Engaged employees become engaged leaders who inspire those around them.

#### **Employee engagement problems impact productivity of the workforce**

ET Bureau Apr 22, 2014, 05.01AM IST by Bandell

Typically, said Bandell, employees value the pay and benefits they receive at 90% of the true cost to their employers. This implies that employers in India are wasting one rupee in every ten. "Our job is to reverse this statistic, to make the salary costs work more effectively for our employers," he says.

#### **Real Employee Engagement Requires Accountability**

By Bill Leonard 4/29/2014

Engagement without accountability creates entitlement, and entitled workers, in turn, will come to expect to receive something from their employers for putting little or no effort into their jobs. Increasingly, higher education institutions are looking to find better ways to achieve alignment between these organizational goals and the contribution of the different faculties and departments, which have traditionally had a long history of autonomy. "In higher education, innovation, differentiation and high performance have all become universal requirements, driven by the urgency to become more competitive in the market and the fierce competition for funding."

### Employee Engagement as a Dedicated Willingness

Hewitt Organization (2001) referred to employee engagement as the extent employees are willing to stay in the company and work hard for the company, reflected in three aspects:

- 1) Sayl: employees use a positive language to describe their company, colleagues, and their jobs.
- 2) Stayl: employees strongly hope to be a member of the company, want to stay in the company for a long time, instead of using existing jobs as a temporary transition.
- 3) Strivel: employees are willing to devote extra effort to work for the success of the company

### Employee Engagement as a Positive State of Mind

Schaufeli et al. (2002) defined engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption, and a more persistent and pervasive affective-cognitive state that is not focused on any specific object, event, individual, or behavior.

### Limitations of the study

- a) In this study it is not possible to collect the opinion of all the employees owing to personal constraints. So the assumptions are drawn on the basis of the information given by the respondents
- b) The study needs to be completed within a specified time. So the findings cannot be generalized as a whole.

### Importance and Advantages of Employee Engagement

- ◆ The engaged employees strengthen the organizations' competitive advantage and generate favorable business environment.
- ◆ Engagement is one of the important and powerful strategies to attract, nurture, retain, respect and manage the manpower of the organization.
- ◆ Employee engagement is very important for any industry including healthcare and hospital because it has a diversity of workforce and greater number of employees works in a single organization.
- ◆ When employees are engaged in their work, they have good relationships with their co-workers and working environment becomes better.
- ◆ An engaged workplace encourages commitment and energy among the employees of the organization to improve production and business performance.

### Conclusion

Employee engagement plays pivotal role for any organizations success. It is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, use and importance in the workplace and impacts organizations in many ways. Organizations have to work on all fronts right from increasing job experience by providing challenging and growing work culture, to the basic amenities and services required. Employees know what they have to do and they get excellent support from their seniors. Employees are actively involved and are ready to serve organization further. It clearly indicates that employees share a relationship of trust with the organization

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