A Study on Effectiveness of Employee Engagement in the Workplace

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Abstract: The purpose of this case study was to explore the objectives of employee engagement and strategies that some communication business leaders use to engage their workers. In this exploration papers the factors related to employee engagement is studied at both macro and micro position. The target population consists of communication business leaders who held at least 2 year of successful employee engagement experience. Patterns were linked through a rigorous process of data familiarization, data rendering, and theme development and modification. Interpretations from the data were subordinated to member- checking to ensure responsibility of the findings. Grounded on the data collected, prominent generalities surfaced from analyzing the data: rewards and recognition, empowering workers, and constructing a bond between leaders and workers.

 Keywords: *employee engagement, communication leader, strategies, data familiarization*

I.Introduction

 The survival of corporate is dependent on maximizing gains from existing workers capabilities, while recognizing and conforming to the fact that what may work one moment may not work in the future. To make or maintain their companies' profitability, leaders of companies must work hard to engage workers. Understanding how to manage the balance between employee relations, adopting invention, and maximizing short- term gains is critical to business leaders icing a feasible future for their corporations (Hill & Birkinshaw,2012). The use of advanced technologies, professed labor, stylish practices, and education has helped to increase the edge in numerous major associations and enterprises. Also, disentangled workers have lowered productivity of numerous associations. The longevity of an organization is affected by employee engagement, which is a factor on the financial performance of the organization

Employee engagement
 An engaged workers extends themselves to meet the association's requirements, takes action, is visionary, reinforces and supports the organization's culture and values, is in the inflow, shares the values of the organization, stays focused and watchful and believes he she can make a difference'.

Job satisfaction

Communication

Co-operation

Employee engagement

Feeling valued and involved
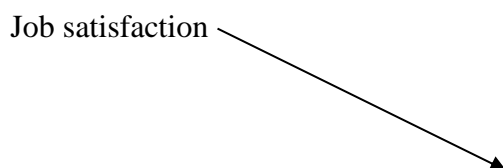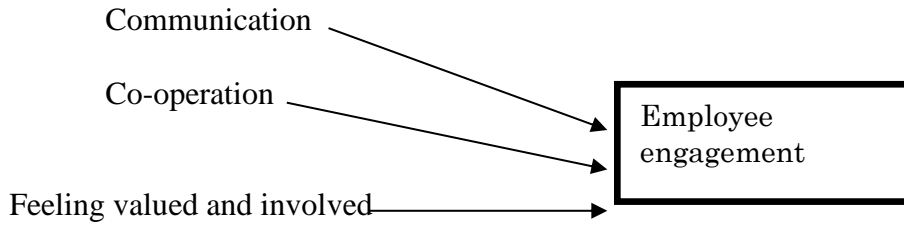
Some of the advantages of Engaged employees are

1. Engaged employees will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success

2. They will normally perform better and are more motivated.

3. There is a significant link between employee engagement and profitability.

4. They form an emotional connection with the company. This impacts their attitude towards the company's clients, and thereby improves customer satisfaction and service levels

5. It builds passion, commitment and alignment with the organization's strategies and goals

6. Increases employees' trust in the organization

7. Creates a sense of loyalty in a competitive environment

8. Provides a high-energy working environment

9. Boosts business growth

10. Makes the employees effective brand ambassadors for the company

II. Need for the study

The purpose of the study was to explore strategies that some communication business leaders use to engage their employees to increase profits.

III. About the study

The study has been conducted to identifying the current level of employee engagement and the work related aspects which needs to be improved for the purpose of employee engagement. The present research will help to highlight the areas for improvement. The results of the research will help to give specific recommendations to the organizations regarding engaged employee in human resource management which areas to pay more attention.

IV. Objective of the study

1. To study the impact of effectiveness of employee engagement in workplace.

2. To study the factors affecting the employee engagement.

3. To study the strategies that some communication business leaders use to engage their employees.

V. Literature Review

According to Robinson (2006), employee engagement can be achieved through the creation of an organizational environment where positive emotions such as involvement and pride are encouraged, resulting in improved organizational performance, lower employee turnover and better health.

West (2005) argues that when individuals feel positive emotions, they are able to think in a more flexible, open-minded way and are also likely to feel greater self-control, cope more effectively and be less defensive in the workplace.

Ng Kim Soon (2015) "Employee Engagement and Job satisfaction" Carried on a study to find the components of employee engagement, components of job satisfaction and to study the relationship between employee engagement and job satisfaction. Self-administrated questionnaire was used to collect the data. Reliability analysis, correlation analysis and regression analysis techniques were used to analyze the data. At last, he concluded that the components of employee engagement which are also drivers of engagement are the transformational leadership, transactional leadership, employee communication, organizational communication and employee involvement.

Dr. Pratima Sarangi and Dr. Bhagirathi Nayak (2016) "Employee Engagement and Its Impact on Organizational success- a study in manufacturing company, India" Carry on a study to identifying the current level of employee engagement and the work-related aspects which needs to be improved for the purpose of employee engagement. Questionnaire is used as the tool for the data collection descriptive statistics techniques used to analyze data. At last, they concluded that the current level of employee engagement and the work-related aspects need to be improved for the purpose of effective employee engagement.

According to Johlke and Duhan (2000), communication can flow two-way (bidirectional) or one-way (unidirectional), unidirectional communication occurs when organizations and supervisors provide employees with information and do not encourage them to respond with feedback and ideas and bidirectional communication employees given information and then are encouraged to respond with feedback. Therefore, managers who use this method provide employees with information and then solicit the employees' input (Cornelissen, 2011).

Preeti Thakur (2014) [1] "A Research paper on the Effect of employee engagement on job satisfaction in IT sector" carried on a study to determine the effect of employee engagement on job satisfaction and to study in detail about the employee engagement in IT sector. Primary data were collected through questionnaire and secondary data were collected through journals, research papers, and books. Cronbach's Alpha test, correlation analysis, regression analysis was used to analyze the data. She concluded that there is positive relationship between employee engagement and job satisfaction in IT sector

VI. Research Methodology

Qualitative method is used to gain a deeper understanding of the experiences of participants by gathering and interpreting data (Yin, 2017). Also, qualitative method to obtain data from participants about personal experiences by communicating freely and expressing feelings. Researchers also use the qualitative method for identifying themes derived from the data collected from the participants.

VII. Research Design

Random Sampling and Questionnaire is used as a tool for data. In this study, primary data and secondary data has been used.. Data collection was carried out by designing appropriate questionnaire and conducting semi structured interviews.

TYPES OF DATA COLLECTION:-

Primary Data : "Primary data is the information which is collected fresh and for the first time. It is also called basic data or Original data."Mostly primary data is collected in the form of
- Questionnaire.
- Interaction with Employee.

Secondary Data : "Secondary data means data that which has been used previously for any research & now is use or the second time." Mostly secondary data is collected in the form of
- Internet
- Magazines

Population

The population for this study consisted of Communication leaders in various private sectors; who implemented strategies to improve employee engagement. Palinkas et al. (2015) shared that researchers use purposive sampling to identify and collect rich data using limited resources. A researcher uses purposive sampling to select participants with personal experiences of the phenomenon and who can provide data to answer the research questions.these communication leaders are grouped under four groups I1,I2,I3 and I4.

Population Size: - **65**

Sample Size:
The sample size for this research was of 50 communication leaders across various private sectors, manufacturing organization whose name is not revealed for confidentiality purpose.

VIII. Data Processing and Analysis

Interviews with the participants occurred in a setting where participants felt comfortable to provide detailed responses. The follow-up, probing questions varied according to the interview question and experience of the participant. The objective of each probing question was for the participant to expound on his or her experience.

A six-steps data analysis approach was used:

(1) Read through all the data,

(2) Organize and prepare the data for analysis,

(3) Begin detailed analysis with a coding process,

(4) Advance how the description and themes will be represented in the qualitative narrative,

(5) Use the coding process to generate a description of the setting or people as well as

categories or themes for analysis, and

(6) Develop an interpretation or meaning of the data.

Employee engagement practices in India:

India had been building its economy since its independence and has seen frequent and drastic changes in its setup due to global changes .The environmental changes impacts Indian organizations and they rebuild their structures, setups, technology, and people mind set . The employee welfare in business organizations has lagged, prime focus being to settle first in ever changing scenario. The employee engagement parameters are either not understood or gets neglected in growing organizations (Luthans, Youssef, and Avolio, 2007). Also being culture dynamic country, the meanings and methods of employee engagement are quite varied and get overlooked sometimes (Soni, 2003).

The complex culture in India binds investment, markets, organizations, people, technology, and trade (Friedman, 2007). Change in economy is impacting the cul-ture and vice versa, leading to changes in organizations (Cojocaru, 2011). In such unsure environments, where the engagement policies are missing, the self-commitment of employees in Indian organizations is an outcome of inner psychological state (Goel, Gupta, and Rastogi, 2013). In Indian organizations, the Psychological Capital is very strong and is basis for employee commitment and organizational success.

Indian organization having global presence review their employee engagement practices frequently and constitute effective employee centric HR policies, but to an extent (Bhasin, 2010). The employees in India have less clarity on their formal and informal roles, definite work profiles, and job description (Thakur, 2012). This is true with organizations across the sectors in India. Employees in private hospitals in India strongly opine about improper recognition they receive in their organization (Swaminathan and Aramvalarthan, 2013).

IX. Discussion and Evaluation of Findings

Leaders that are authentic influence the engagement of employees. To make or maintain their companies' profitability, business leaders must work hard to engage employees. Improved employee engagement is a byproduct of leaders who have a direct relationship with employees .The findings of this research indicated that the bond between leaders and employees is an essential element for engaging employees, which in turn increased organizational profitability. Sadeghi and Pihie(2012)suggested organizations should look for leaders that can both communicate the organization's vision and secure employees' support in achieving organizational goals.

Engaged employees deliver improved organizational and individual performance. Tonkham (2013) suggested that leaders become more creative and apply creativity within the workplace. Communication business leaders must understand the need for autonomy, intrinsic rewards, and influence to achieve employee engagement (Bolman&Deal, 2014). Based on the findings from this research, organizations attract workers who are willing to be engaged, which leads to an increase in employee engagement that results in high profitability. Therefore, the organization is less effective when workers are not motivated to do their jobs, as this directly affects job performance. Leaders who implement employee engagement strategies noted (a) higher levels of employee engagement; (b) improved customer satisfaction, productivity, and profit (Bowen, 2016); and, (c) lower levels of employee accidents and turnovers (Barrick et al., 2014). The study findings indicated leaders who monitor the recurrent reasons employees become disengaged, can

provide valuable feedback to improve employee engagement.

Three themes emerged from the research: (a) rewards and recognition, (b) empowering employees, and (c) building a bond between leaders and employees. If business leaders incorporate these three themes into their leadership practice, they could create growth potential for the organization. The findings indicated that implementing successful employee engagement strategies is critical to organizational success and leaders who embark on an employee engagement strategy must develop good listening techniques, be fair, have and demonstrate respect, build trust, and understand the employees' concerns. Employee engagement has emerged as one of the greatest challenges in today's workplace. With the complexities and stringent regulations in many organizations today, employee engagement will continue to challenge organizations in the future (Mishra et al., 2014). Employee engagement is a critical element in maintaining the organization's vitality, survivability, and profitability(Alberchtetal.,2015; Breevaartetal., 2013;Farndale&Murrer,2015).

The primary determinants of organizational effectiveness are job involvement and trust(Nasomboon, 2014). Setting expectations helps to create employee motivation (Swarnalatha &Prasanna,2013).Mentoring is the process of developing a mutually beneficial relationship involving two or more people with the same goal of achieving excellent professional outcomes (McCuiston &DeLucenay, 2010). A leader's capability to successfully leverage employee engagement strategies is essential to organizational achievement. By applying effective employee engagement strategies, business leaders could achieve improved employee performance and yield greater organizational profitability.

The study can provide a foundation for organizational leaders currently implementing some of the strategies identified but may lack strategies which can improve employee engagement. Improving employee engagement strategies is essential to an organization's profitability. Disengaged employees will result in reduced workplace productivity and decreased customer service skills.

Based on the results, four practical actions are recommended. The first recommendation is communication organizations would benefit from focusing more on(a)rewards and recognition, (b)empowering employees, and (c) building a bond between leaders and employees as strategic objectives. The rising level of disengaged employees can have a significant impact on an organization's profit, ability to retain skilled employees, and employee citizenship (Berens,2013).

The second recommendation is utilizing management's capability to leverage employee engagement strategies in an organization. The application of effective employee engagement strategies may assist business leaders in successfully engaging employees and sustaining profitability. Improving employee engagement will positively affect an employee's job performance and organizational profitability (Mann & Darby, 2014). All participants agreed the need for leadership focus and support to improve employee engagement is imperative.

Results:
Rewards and Recognition

Based on the coded responses of the communication business leaders and archival records, rewards, and recognition reflected Deci and Ryan's (1985) SDT framework. For example, I1 indicated leaders must implement incentives to engage employees. According to Brick (2012), recognition is critical to the culture and operation within the workplace, which impacts workforce

engagement. Also, employee rewards and recognition directly affect employee performance and are a form of powerful feedback. The strategies I1 identified were in alignment with Haines and St-Onge's (2012) findings that rewards and recognition directly affect employee engagement and performance. I3 indicated that employees wish to feel appreciated and valued when performing daily tasks. The need for autonomy, intrinsic rewards, and influence are required to achieve employee engagement (Bolman &Deal, 2014). Competency and recognition are fostered when leaders provide employees with the opportunity to communicate issues they may experience, or provide input about operations within the workplace

Empowering Employees

The research findings provided clues in identifying the needs and challenges leaders face while empowering employees. All participants indicated that employees desire a challenge in their work and want leaders to trust them in completing their assigned tasks. Further, all participants believed employees should receive the necessary training and resources to do their jobs. Deci and Ryan (1985)referred to competence as the effectiveness and the use of an individual's skills, which allows him or her to work at high levels. Employees that are confident in themselves are confident in their daily work duties. Hynes (2012) suggested leaders employ processes that address employee needs and expectations' concerns, such as corporate culture awareness, team skills development, incentives, and communication. I3 and I4 recommended increasing opportunities for employee empowerment and development. I4 stated employees' opportunity for job advancement and development play a critical role in improving engagement. All participants mentioned that career growth and empowerment were key determinants of job performance and engagement. Changes in empowerment, training, and developmental programs can affect employee engagement.

Building a Bond Between Leaders and Employees

Leaders have an influential role in improving employee engagement. Leaders have been proven to influence and motivate employees through demonstrating clear values and fostering positive teamwork in an agreeable manner as indicated by Kouzes and Posner (2012) and Yukl (2012). Both I1 and I4 indicated that employees who exhibit enthusiasm in completing their work duties, also show a strong bond between that employee and their leader. Review of the company's policy on employee engagement confirmed I1 and I2 responses that a strong relationship between an employee and leader fosters a healthy team environment and can increase job satisfaction and productivity.

When employees are engaged, their individual performance is high, which can positively impact overall organizational performance. Flexible and adaptive leaders are critical in today's organizations (Crossman & Crossman, 2011). A successful business often boasts a driving force ofexcellent leadership

Findings

1. It was found that Employees were found highly satisfied when the organizations provide them compensation. As per communication leaders Employees should be regularly awarded and recognized for doing good work.

2. The work place health and safety is considered to be at least as production and quality. Employees receive increment in salary after performance appraisal.

3. Employees are satisfied with the overall performance of the organization. Policies, Goals and strategies are clearly communicated with the employees.

4. Employees are comfortable working at the organization. Employees have all the material and equipment to do work efficiently.

5. Managers at organization provide proper training to the employees. Employees feel competent and abled to handle the job.

6. Employees have a clear understanding of their career. Employees receive the constructive feedback from the managers.

7. The impact of Increment in salary on overall satisfaction with compensation. The study indicates that employee's agreement towards organization reward and recognition practice and the aspect of performance appraisal helps them to set and achieve meaningful goals.

8. Employer providing training to his employees at the same time concerned with feedback employees received from managers.

X. LIMITATIONS OF THE STUDY:-

1. Since, the data is collected through random sampling, respondents have been chosen by chance. Hence the result cannot be generalized.

2. Lack of participation of communication leaders due to confidentiality of the data.

3. Build more trust in system.

XI. Conclusions

This article is based on the strategies used by from communication leaders for effective employee engagement. We have observed that, the current level of employee engagement and the work related aspects need to be improved for the purpose of effective employee engagement. But we found through our survey and analysis the employees are having different opinion and confidence.

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