

To Study and Explore the Various Methods and Measures on Employee Engagement and Sustainability to Enhance Higher Quality in Organizational Activities

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I. INTRODUCTION

The employment cosmos at present is cautioned by a progressive and a profound revision of their involvement in the organizations. Employees continuously seek for solutions provided by the organizations to satisfy their requirements related to the work environment. Those organizations that fail to respond back to employees will eventually lose potential workers. The need of the hour on today's organizations are burdensome when it comes to talent and skill acquisition among employees. The appropriate solution to satisfy employees starts with employee sustainability and employee engagement. One of the most studied topics in the organizational setup is the engagement and sustainability of employees (Carasco-Saul, Kim, Kim, 2014). It doesn't just give us mere information but helps form the fundamental requirement to sustainable success of organizations as an ongoing process (Mirvis, 2012). Nevertheless, organizations have to go through a tremendous change to solve this social problems.

As much as organizations target to achieve huge profits, they are expected to also pay attention to social standards of the employees. Employee commitment varied according to the kind of business, profession, enterprise, or industry. It is a crucial factor to consider whether the same principles and practices can be followed by employees in a country comprising of people belonging to various cultures and beliefs. It is very significant to understand the mindset of the employees as they play a vital role in the activities of an organization. Employees are also finding means and ways to make their work life more mindful and meaningful (Wrzesniewski et al. 2003), by involving themselves in activities related to social association and organizational responsibilities. There is a certain positive vibe that is created in sustainable practices by involving and engaging employees to participate and be productive in their endeavors.

A number of organizations have been precautious in business relations dealing with employee retention and engagement as it helps organizations to achieve their business goals and objectives (Aninkan, Oyewole, 2014). Thus involving employees and allowing them to engage makes them to feel more committed and creates a strong organizational values that is vital for every corporate environment and a desirable impact for the company's employees, the various stakeholders and the organizational environment at large.

A. Objectives

1. Promote and encourage teamwork and collaboration
2. To deepen their sustainability objectives through employee engagement, measurability
3. To identify and tailor opportunities for employee improvements

4. To help and increase the organizational reputation and brand trust through employee retain-ability
5. To enhanced employee engagement and loyalty for a sustainable period
6. To create sustainable practices by encouraging healthy competition

B. Limitations

The present study is limited to individual employee concern, as the demographic characteristics of employees varies and differs in accordance to individual person, place and regions. Other limitations that filter the various above mentioned factors are organizations financial capabilities, employee strength, and production turnover. Every organization are concerned about their fundamental objective and unless their objectives are met, they will not entertain these above factors. If at all there is an influence, it will be a pressure from the regulations and norms set by the government.

The economic conditions of a country also influence the organizations, as when the country suffers a recession or economic slowdown, it will directly or indirectly influence the organizations and that will allow them to concentrate less on the above factors.

Another limitations is because of time constrains and as many organizations doesn't showcase their illness on employees progressive policies and programs. Future research also could emphasis on how social interrelationship between organizations and employees when factors are taken into consideration, including demographic variables and other legal boundaries.

From the employee point of view, there is a difference among concentration of various factors as it differs from individual perspective based on experience, educational qualification, skills, career goals and aspirations.

C. Factors influencing employee engagement and sustainability

- Compensation
- Reward and Recognition
- Promotion and opportunity for Growth
- Benefits
- Opinion survey
- Performance appraisal
- Flexible hours
- Quality circles
- Participation in Decision Making
- Work-Life balance
- Work environment
- Training and development
- Leadership

- Job-Security

II. REVIEW OF LITERATURE

Every organization faces many challenges and threat both from the internal and external environment, and there is no doubt about it, in which one of the bigger challenge faced by organizations are retaining employees who are efficient in their work. In today’s competitive world, it becomes a tremendous task as employers to try their level best to satisfy their employees by providing the required facilities and meeting up to their expectations and wants. When employees feel that they are not valued in the organization, they immediately walk away as there are many better opportunities available for employees that are skilled and resourceful. Handling employees have become a sensitive issue and many a times it becomes a challenging task to retain and sustain employees, which has become a major problem to many organizations in present days.

Therefore every organization strives to work on retaining trained employees as it reflects on the image and work environment. It does not only help raise a positive image about the organization, but also helps in reaching out to people unknown by word of mouth from employees. By far there has been no action plan, blueprint or approach that will ensure satisfaction to every employee working in the organization, as each individual vary among each other’s personal approach.

As we understand that human beings are differently made from each other, likewise every employee have differences among each other in terms of their preferences, demand, taste and expectations. A lot of scholars and researchers such as Arnold and Feldman, (1982); Wotruba and Tyagi, (1991); Brodie, (1995) in their study and research have come to a conclusion that as employees continue to work for longer years, their

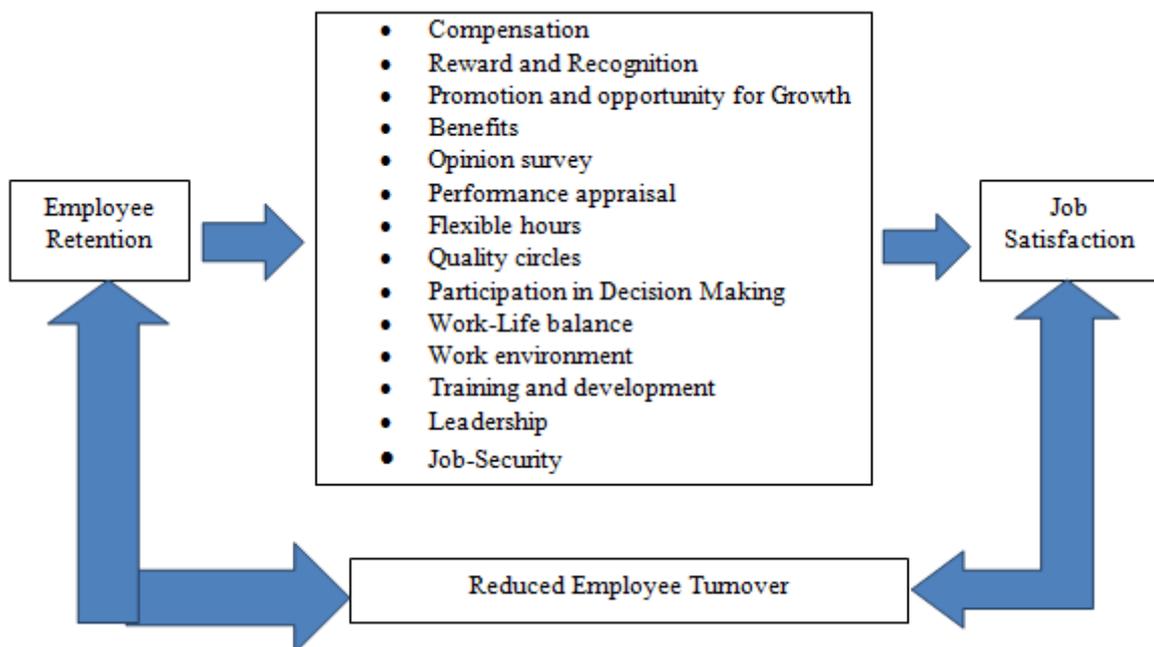
commitment and motivation to work increases as their salary expectations and organizations profits keeps soaring high.

Ultimately as human beings, remuneration of any kind spontaneously triggers a conclusive sense of satisfaction that allows an employee to develop a strong sense of achievement, and will be willing to engage in work more in an effective manner. There was another survey done by a researcher named Harrington et al. (2001) who investigated and examined to find out that in many of the cases employee’s intentions to leaving their job was due to reduced levels of job satisfaction, discontent and unhappiness with work growth and employment opportunities.

Various other researchers such as Jewell and Segall, (1990) and Locke (1976) in their judgement on data have found out that people, who are content and satisfied with their organization and job environment, usually are willing to stay longer and remain loyal and punctual in their assigned work. On the other hand there was a research conducted by Carsten and Spector (1987) that gave us an analysis that there in a negative interrelationship between satisfaction of employees on employment and turnover variables. These gave us an understanding that turnover variable isn’t only the factor that increases employees job satisfaction.

There was another study in which Gurpreet Randhawa (2007) that there is a significant amount of interrelationship between job satisfaction and turnover figures in which it is suggested that when an employee has a higher level of job satisfaction, there will be an inverse relationship with the employee quitting the job, that will pave the way for increase in employee retention and employee engagement in every organization.

Employee Retention and satisfaction Model



As the above displayed flowchart model without any doubt, precisely describes that the factors affecting employee retention through engagement have a direct connection with the job satisfaction. Employees will likely want to leave a job

or an organization to another one, when the above factors prevail in the work environment.

Therefore when the above factors exist in the organization, it will not only create a pathway to employee retention and job satisfaction, but will also appeal and welcome employment

opportunities for new bees. In the study done by Lee and Mowday (1987) and Tett and Meyer (1993), they have wrapped up their conclusion that higher job satisfaction will decrease employee turnover, and likewise lower job satisfaction will lead to increase in employee turnover.

III. AN ANALYTICAL APPROACH TO EMPLOYEE MANAGEMENT

The uncertain sphere of employees and organizations are progressive uncertain movements that needs to alter ways to manage employees. All these altered approaches will allow both employers and employees to function in a smooth and effective manner, with a greater emphasis on employees, as they are the cream of every organization. The below segment provides the necessary and prompt approaches to employee management.

Employee management: Decision and Constitution

Employee management generate decisions that influence the link between employers and employees in both a positive and a negative manner. In order to achieve the various set organizational goals and objectives, managers must take appropriate decisions in regards to human resources and to acknowledge the correlation of the effects of these decisions. Employee management also looks into remuneration of employees like payment, wages and salaries offered that might influence the ability to employ and boost promotions. It may also influence the employee's readiness and willingness to be part of the organization.

The objective of employee management is a vast area and an important segment in the organizations decision making. There are several groups such as stockholders, executives, regulatory agencies, employees, and other interested parties who are keen on information regarding employee turnover results. These groups hold the manager responsible and accountable for achievement of organizational objectives.

Steps in formulating an analytical approach to employee management

Step 1 - Assess employee environment

The external environment that surrounds the organizational setup effects and controls the activities of the employees, the work pattern and strategies and subsequently it effects the economic, social, political and cultural factors, appropriate to the organization and to the employee workforce. When we look at economics conditions, these have a direct influence on all the employees working in every organizations. For instance, when high unemployment condition arises in the market condition, it makes employees hesitant to leave or change their present job, thus it reduces employee turnover to a certain level. Other economic related areas such as pension, regulations on employee benefits, medical and health benefits, and safety guidelines has a greater impact on the social aspect of employees. Rules, governance and laws, mirrors the society's response through regulations of the political, the state, governments, and also the cultural supremacy surrounding the organizational environment

Step 2 - Employee Condition

Each and every employee is differentiated by their uniqueness through experiences, talents and skills, capabilities, needs, requirements and motivations. Employee differences may also differ according to its demographics, career objectives and preference, work experience, salaries, wages and level of performance. Senior and experienced workers tend to have

lower employee turnover in comparison with the present younger work force due to variations in expectations, beliefs and fundamental values. So it is mandatory to evaluate and understand the variable among the employee workforce at large to have a competitive advantage over unexpected situations.

Step 3 - Setting Employee Objective

The information gathered from assessing employee environment and employee condition will help determine the objectives required to be set. There are essentially two categories under setting employee objectives which are employee efficiency and equity. Efficient employees tend to maximize their outputs by minimizing the usage of inputs. It is up to the discrete decision of the manager's decision to employ work force in an efficient manner that will reflect the actions to maximizing efficiency. Efficiency of an employee looks into areas on job performance, employee attendance, individual unit labor cost and employee accident cost.

Equity in employee welfare terms refers to as justice and decorum to decide on issue dealing with employees such as increase in payments, staff hiring and layoffs, and employee promotions and appraisal. Equity may be analyzed from the outlook of organizational point of view or the employee sight. Equity in comparison to employees is usually measured through employee's attitude, behaviors, grievances and absenteeism reflect employee equity approach.

Step 4 - Employee development and relations

In every organization, employee training and development activities lead to an expenditure on striving to achieve employee objectives. Newly hired employees on joining the workforce, undergoes an orientation session which involves training and tailoring the necessary job skills required, and to get employee acquainted with the organizational setup. Employee development enhances the efficiency of an organization, focusing in areas of operations such as staffing, appraisal and compensation.

Employee relations helps foster a friendly and a smooth relationship among employees and their managers. It also ensures there is fair treatment given to all employees which includes in areas like employee health and safety activities, minimize accidents, eradicate health hazards and to focus on physical, mental and social wellbeing of employees.

Step 5 - Evaluating results

Recognizing the inputs contributed to employee management is measured by evaluating results. Evaluation is compelled by guidelines established by indicators of both organization and employees. Evaluation helps to overall measure the dynamics of employee activities. At employee level, managers evaluate employee's efficiency by taking into consideration the performance rating of employees. Finally evaluation helps measure the past and present results to provide evidence to convince the organization and the other stakeholders that employee activities, involvement and decisions makes a greater impact.

CONCLUSION

In order to progress in the growth and development of an organization, we need to study and analyze the various aspects that could be implemented to retain and sustains employees and allows them to engage smoothly in various activities of an organization. It is by no doubt a challenging task to motivate and involve all the employees as each differ with their thinking

process and abilities on a particular task. It is definitely not a 'one time' approach as each employee has a unique personality that differs with the other based on his or her own values and purpose. Some of the employees voluntarily involve and engage in activities whereas there another group that needs to be pushed to attain higher performance, for which various strategies have to be formulated. Furthermore, strategies that are for employees might differ in accordance to their personality, age group, gender, and work culture. To understand how to engage and sustain employees needs a lot of studying as it is an ongoing process

When employees are motivated to work, there will be a positive impact in the work flow which can contribute a huge profit to organizations. In today's competitive world, employee engagement and sustenance can make a whole lot of difference in a bigger picture. Several roles have to be assigned to employees that facilitate in involvement of business practices that upgrade the skillset and potential needed to create a socio-friendly methods of artistic organizational activities. It also helps to employ and retain workforce that lead to a employee retention, engagement and sustainability to help elucidate the various organizational goals and objectives.

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