

Employee Engagement for Business Sustenance:

A Strategic Data Driven Approach

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ABSTRACT:

Employee engagement is actually a system designed to help employers measure employee satisfaction and loyalty within their organizations, which has eventually proven to be a vital ingredient in a company's productivity. It is a complex phenomenon, one that requires continuous attention from organisations.

While the importance of employee engagement has grown in the previous 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 following a data-driven approach, engagement initiatives can be rooted in sound principles, helping businesses have an engaged cohort of employees. Not only does this help with growth but also retention of key talent.

Key Words:

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

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 a positive and wilful attitude towards the organization's work, workplace and the work culture.

It is a practice, which tries to get better than the employee's average productivity through various engaging activities and atmosphere that the organization provides to the employee. 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 important to collect data around employee engagement to understand where the team is at, understand what areas need to improve the most, and have a benchmark for future efforts.

In this Chapter a literature review from various research findings and corporate practices are employed using a descriptive study technique.

REVIEW OF LITERATURE:

Arnold Bakker (2011) states that the employees who are engaged in their work are fully committed to their work role. They are the one who got the energy, dedication and they are immersed in their work activities. This research studies the overview of concept of work engagement and discusses the antecedents and consequences of engagement.

According to Holbeche and Springett (2003), people's perceptions of 'meaning' with regard to the workplace are clearly linked to their levels of engagement and, ultimately, their performance. They argue that employees actively seek meaning through their work and, unless organisations try to provide a sense of meaning, employees are likely to quit. Robinson et al. (2004) define employee engagement as "a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee."

Disengagement and personal engagement are related to the SDT in that an employee's behavioural state is a key driver of motivation to demonstrating behaviour at the professional and personal levels. The engagement level of employees affects the productivity of an organization. The motivation level of an employee is related to job satisfaction. The emotional state of an employee also relates to motivation (Deci & Ryan, 1985). When employees begin to withdraw, and hide their identities, ideas, and feelings, they become disengaged and defensive, resulting in an adverse effect on work performance (Deci & Ryan, 1985).

Employee engagement strategies implemented by business leaders result in higher levels of employee engagement (Blattner & Walter, 2015), customer satisfaction, productivity, and profit (Bowen, 2016), and lower levels of employee accidents and turnovers (Barrick, Thurgood, Smith, & Courtright, 2014). Business leaders adopt the concept of SDT 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)

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 commitment and involvement an employee has towards their organization and its values. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Thus, employee engagement is a barometer that determines the association of a person with the organization

OBJECTIVES OF STUDY:

- 1.) To study the concept of Employee Engagement in today's crucial Business Environment.
- 2.) To understand the importance of data driven approach towards having effective and result oriented Employee Engagement.

RESEARCH METHODOLOGY:

Research methodology is an important part of every research. Research methodology means 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 dynamic landscape of today's business world, the concept of employee engagement has emerged as a crucial driver of productivity.

As per the research done and survey , Gallup conducted a meta-analysis of 263 research studies across 192 organizations in 49 industries in 34 countries to look at how significantly employee engagement affects performance outcomes in:

Customer ratings

Profitability

Productivity

Turnover

Safety incidents

Theft

Absenteeism

Patient safety incidents

Quality of output

They found that those companies which scored maximum in employee engagement had four times the success rate of companies that scored lowest.

Employee engagement data: Engagement data is the compass that guides your organization through the often-turbulent sea of human resources. Data here understands the overall health of the organization, spotting areas for improvement, and creating a workplace where employees are motivated and happy. It's about assessing how emotionally invested and committed the employees are to their roles and the company culture.

It's not tough to understand how clarity of roles, access to the training and resources and recognition and appreciation received for a job well done improve an employee's performance. The ability to learn new skills and develop oneself professionally, combined with a culture and environment that values employees' feedback and ideas, enables people to establish skills and go from strength to strength. They also accumulate expertise and intellectual capital that only increases their worth to the organisation.

Retaining such worth employees is a main concern for the leaders. Those who care about employee welfare and cultivate a strong sense of belonging and purpose will be rewarded with good retention, intrinsic motivation, and job satisfaction.

Primarily this data helps an organization to build strategies to enhance workplace satisfaction and productivity. Collecting this Engagement data is essentially the process of obtaining information about the employees' feelings, attitudes, and behaviors at work. Abrupt dip in the Employee Engagement statistics or cues through the data collected gives the input to the Organization to focus on a particular element.

A few data driven approaches that gives one a deep insight into the workforce satisfaction, productivity, and commitment through Employee Engagement perspective.

- Employee satisfaction surveys
- Employee engagement scores evaluate an employee's emotional link to their job , to the company and corporate culture.
- 360-degree feedback
- Turnover
- Absenteeism
- Productivity metrics

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

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 :

Feels committed to an organization

Identifies with an organization

Feels satisfied with their job

Feels energized 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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