

THE KEY FOR ENGAGEMENT MORE CLOSELY TIED TO THE MANAGER OR THE EMPLOYEE

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ABSTRACT

In the current scenario it is important to concentrate more on employee engagement to increase the performance in their organizations on the aspect of people component. Employee engagement is a complex area as individual preferences play such a pivotal role in the engagement process. An employee delivers his hundred percent when he does something which interests him. This paper deals with the

employee engagement key which lies more closely on the hands of the manager or the employee. The purpose of the study is to identify key aspect of employee engagement more initiated by the manager or the employee in general and with specific reference to manufacturing industries. This paper is based on secondary data and reviews of related papers. A structured literature review from both consultants and

academics was carried out to identify the key performer for employee engagement.

Key words: *Manager, Employee, Employee engagement, Key performer, Performance.*

INTRODUCTION:

Nowadays many organizations have increased and modified their employee engagement policies because more the employee engagement is better the organizations performance. Basically employee engagement is a concept that is generally viewed as managing discretionary effort. When employees have choices they will act in a way that furthers enhances their organizations interest. A highly engaged employee will consistently deliver beyond expectations in the workplace they will normally perform better and are more motivated. Managers unequivocally agree that this century demands more efficiency and productivity than any other times in history. Businesses are striving to increase their performance. Managers have been grappling with many challenges to succeed putting their company ahead of competitors. To help managers manage, different

scholars, researchers and consultants have been contributing their part showing the best ways they think are useful to managers.

OBJECTIVE: To identify the key performer for Employee engagement more initiated by the manager or the employee.

LITERATURE REVIEW

A highly engaged employee will consistently deliver beyond expectations. In the workplace research on employee engagement (Harter, Schmidt & Hayes, 2002) have repeatedly asked employees 'whether they have the opportunity to do what they do best everyday'. While one in five employees strongly agree with this statement. Those work units scoring higher on this perception have substantially higher performance.

Holbeche and Springett (2003) argue that high levels of engagement can only be achieved in workplaces where there is a shared sense of destiny and purpose that connects people at an emotional level and raises their personal aspirations.

According to the study of Watson Wyatt, the service – profit chain establishes relationship between profitability, customer

loyalty and employee satisfaction, loyalty and productivity. The links in the chain (which should be regarded as propositions) are as follows: profit and growth are stimulated primarily by customer loyalty. Loyalty is a direct result of customer's satisfaction. Satisfaction is largely influenced by the services provided to customers. Satisfied, loyal and productive employees create value.

According to the Gallup the Consulting organization there are there are different types of people: - Engaged-- "Engaged" employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward.

Engagement goes beyond satisfaction and commitment. To be fully engaged is to be involved in and enthusiastic about one's work (Falcone, 2006)

Employee Engagement is the positive feeling that employees have towards their jobs and also the motivation and effort they put into it (Macey & Schneider, 2008)

EMPLOYEE OUTCOME ON EMPLOYEE ENGAGEMENT:

Past study reveals that there are various aspects which the employee outcome of employee's engagement at work such as loyalty, commitment, higher performance, satisfaction, motivation and trust.

Figure 1: Employee Outcomes of Employee Engagement



To attain the above individual outcome from employee engagement the employees want some support from their managers they want their managers to listening employee's ideas, acting on employee contribution and involving them in decision making process etc.

Let see what the employees want from their managers:

- Focus me
- Care about me
- Hear me
- Help me feel proud
- Help me Review my contributions
- Equip me
- Help me see my value
- Help me grow
- Help me see my importance
- Help me build mutual trust
- Challenge me

WHY A MANAGER SHOULD ENGAGE EMPLOYEES:

Engagement is important for managers to cultivate given that disengagement or alienation is central to the problem of workers' lack of commitment

and motivation (Aktouf). Meaningless work is often associated with apathy and detachment from ones works (Thomas and Velthouse). In such conditions, individuals are thought to be estranged from their selves (Seeman, 1972) .Other Research using a different resource of engagement (involvement and enthusiasm) has linked it to such variables as employee turnover, customer satisfaction - loyalty, safety and to a lesser degree, productivity and profitability criteria (Harter, Schmidt & Hayes, 2002). An organization's capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results.

A highly engaged employee will consistently deliver beyond expectations. In the workplace research on employee engagement (Harter, Schmidt & Hayes, 2002) have repeatedly asked employees 'whether they have the opportunity to do what they do best everyday'.

Empirical evidence indicates that while factors such as transformational leadership and role clarity have positive associations with affective commitment, they have a slightly negative or no

association at all, with continuance commitment (Allen & Meyer, 1996; Meyer, et al., 2002; Essounga-Njan, et al., 2010)

And what managers can do to achieve the above employees wants?

- Provide feedback and guidance
- Make real time to discuss problems
- Seek ideas and input from everyone
- Provide the resources to solve problems or to do a job well
- Give real recognition and/or reward
- Provide opportunities for people to develop their potential
- Keep the pressure to perform and achieve more with less realistic

LIMITATION OF PRESENT STUDY

It is important to note the limitations of the present study. The chief shortcoming is that the study is based on secondary data and model is also based on literature review. This is important to explore the depth of the study by considering primary data. However findings provide an overview of concerned topic and emphasis on the various aspect of individual outcome accountable for employee's engagement.

CONCLUSION

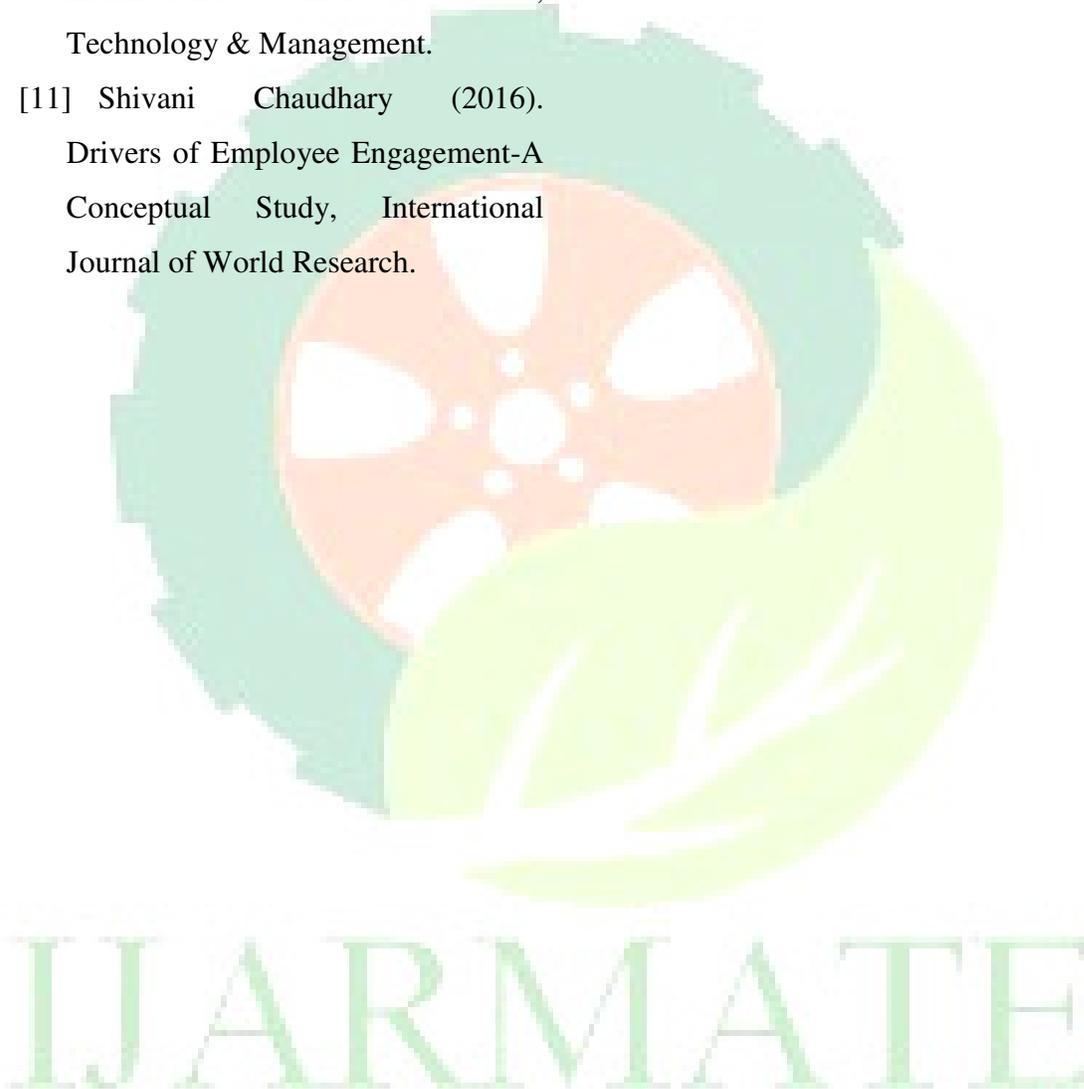
The above literatures indicate that the key for employee engagement is closely tied with the manager than the employee. The team leaders and the manager must take the initiative to assign challenging work to the subordinates so that they do not treat their work as a burden. An employee must be asked to do something innovative every time. An individual engaged in his work strives hard to deliver his level best and live up to the expectations of the management every time. He looks forward towards achieving his organization's targets and thus making it one of the best places to work so, it is the primary duty of the manager to provide engaged environment for the employee to do his job in challenging and interesting way at the same time the employee must take the responsibility to perform their maximum efficiency on their work.

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