

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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RESULTS & DISCUSSION

FINDINGS

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AN INTRODUCTION TO EMPLOYEE ENGAGEMENT: SOLUTION FOR EFFECTIVE HRM WITH REFERENCE TO EMPLOYEE ENGAGEMENT MODEL

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ABSTRACT

Engagement an agreement to do something, an arrangement to employ workers, to reemploy them in the same job but not necessarily under the same conditions with the help of Effective human resource management for an element of risk management for an organization which, as a minimum, ensure legislative compliance, So HR provides all avenues for Employee Development .a management policy that aims to increase employee commitment by giving employees greater individual responsibility for the work they do and a greater share in decision making. Sarah cook (2009) elaborated that Employee Engagement is personified by the passion and energy employees have to give of their best to the organization to serve the customer. It is all about the willingness and ability of employees to give sustained discretionary effort to help their organization succeed. People need to feel engaged with the job they do, colleagues they work with and the company they work for, to give their best. An Employee's Engagement levels depend not just on his work but also the work and attitude of his subordinates, peers and superiors as well as various processes and environment in the organization

KEYWORDS

Commitment, Employee Performance, Engagement, Organizational Growth.

INTRODUCTION

To Sweetland(2012) developed that 4 reasons to develop the engagement in an organization which are 'Engaged' employees work harder, stay longer with their organization and deliver better customer service. The greater the proportion of your staff that makes it into the 'engaged' category, the higher your performance is likely to be on almost every count. Engagement is not an annual survey. Engagement is frequent, relevant and meaningful feedback and recognition. And the right tools will deliver exactly this. There are four key reasons to get engagement in an organization:

a) to raise productivity b) to improve customer service c) to reduce turnover and d) to engage every employee, regardless of age or experience level. Lee Whittington .J et.al (2010) analyzed the need for an emphasis on engagement and the dramatic globalization of economic activity during the last 20 years has exacerbated the need to attract and keep high-performing employees. Given this new reality, people may be the only remaining source of competitive advantage. Organizations must create work environment that provide a sense of challenge and meaningfulness for employees. Self-managed teams and decentralized decision-making as the basic principles of organizational design.

INCREASING EMPLOYEE ENGAGEMENT THROUGH HRM

MacLeod (2009) Human Resources department to increase employee engagement. This involved positively changing the organization's culture to enable the business to meet the needs of its employees whilst also maintaining the company's values. Human Resource Management is a process of valuing and developing people at work. It covers all aspects of developing employees, including three important steps:

A	Recruitment and selection - attracting suitable new employees.
B	Performance - enabling employees to perform their roles to the best of their ability by keeping them informed and providing relevant training opportunities.
C	Development - developing an employees to build their careers with Harrods through identifying career progression opportunities

Research into Human Resource Management indicates that the factors that really motivate employees are intrinsic ones which are based on meeting the personal needs of an individual. Human beings have a number of key psychological needs including:

A	The need to feel that you can do something well.
B	The need to be part of a group.
C	The need for respect and encouragement from others.

Victor Lipman (2013) described that employee engagement, of course, is not just the job of management. Employees themselves, and the attitudes and mind sets with which they choose to approach each day, are key elements in the engagement equation. To help and cultivate engagement towards the organization that training your engagement instincts by asking yourself "5 Daily Engagement Questions."

1. What did I do today to improve communication with my manager and peers?
2. What actions did I thank, and who recognized me?
3. Whom did I thank, and who recognized me?
4. What I mindful today of our company's long-term goals?
5. Today, how engaged was I at work?

IMPORTANCE OF EMPLOYEE ENGAGEMENT

Andrew Mercer (2000) described the importance of employee engagement that many of the old methods of management aren't working any more. If we are to succeed we need to ensure that we can leverage the maximum potential out of every member of our staff. In this sense so called higher extrinsic motivators, salary bonuses etc. on their own are no longer sufficient. As leaders, we need to find new and innovative ways to boost morale, retain talent and increase productivity, in order to gain a competitive advantage and an increase on the bottom line. Leaders need their team members to give more discretionary effort to

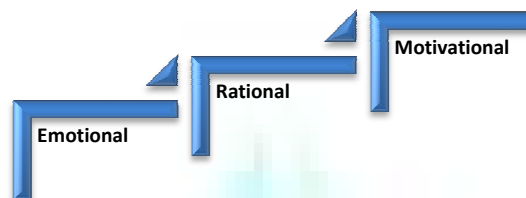
achieve critical objectives – they need to make things happen. The question is how? The solution to this conundrum is employee engagement. Employee engagement is the secret to business success to manage effectively and optimize staff performance.

A. Emotional Attachment – to the organization, their job and their work.

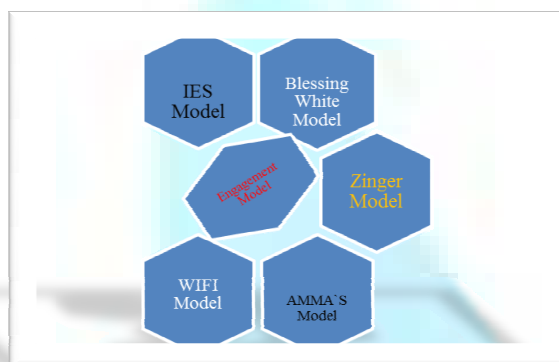
B. Rational Understanding – of organization's goals, values and how they contribute.

C. Motivational and Willingness – Invest discretionary effort to perform better

Truist.com (2013) discussed the importance of employee engagement that boosts the significance and degree of direct impact of your initiatives by raising the awareness of important issues among your own company. Your employees are your most valuable resource, so channel effort into showing them that you care about their well-being. For issues like heart disease and stroke, this means engaging employees at a personal level by providing them with direct access to information about warning signs and prevention, as well as resources to help them live healthier lives.



EMPLOYEE ENGAGEMENT MODEL



Debashish Sengupta (2011) described the best model for effective employee engagements in an organization are

1. IES Model
2. Blessing White's Model
3. The Zinger Model
4. AMMA's Four Quadrant
5. WIFI Model

IES MODEL

An IES Survey in 2003 identified 10 factors which lead to an employee feeling valued and involved or simply engaged. The characteristics of this model based on IES survive is that recognize factor at work, individual factors and work-life factors as contributors to engagement. The factor training, development and career pertains to both providing career development opportunities for personal development of an employee as well as effective management talent. Immediate management has overtones on the contribution of leadership process in engagement of employees. The leadership has the responsibility of providing clarity of company's values, respectful treatment of employee and both exhibiting and maintaining company's standards of ethical behavior.

Andrew Dutta (2006) criticized the IES Survey 2003 that ten important elements are influencing employee's perception regarding their organization and its leads to engagement towards the organization which includes:

A	Training, Development and Career	B	Immediate Management
C	Performance and appraisal	D	Communication
E	Equal opportunities and fair treatment	F	Pay and benefits
G	Health and Safety	H	Co-operation
I	Family friendliness and	J	Job Satisfaction

BLESSING WHITE'S MODEL

Blessing White's employee engagement model represents an alignment of maximum job satisfaction with maximum job contribution. It aims at aligning employee's values, goals and appreciation with those of the company for achieving sustainable improvements in employee engagements that will help the organization to achieve its strategic goals. Blessing White define an engaged employee as 'enthusiased' and 'in gear', using their talents and discretionary effort to make a difference in their employer's quest for sustainable business success.

THE ZINGER MODEL

David Zinger (2009) proposed a Zinger Model of employee engagement. Interestingly David Zinger attempts to balance organizational inputs, leadership inputs and individual (self) inputs in creating and fostering engagement, effort must come from organizations, leaders and employees.

AMMA'S QUADRANT MODEL

AMMA, the sole national employer association representing the employee relations and human resource management interests of Australia's onshore sector and associated industries proposed the Four Quadrant Model of employee Relations and organizational Effectiveness to assess the impact of employee engagement on workplace performance. Bargaining Quadrant, Partnership Quadrant, Bureaucracy Quadrant and Leadership Quadrant.

WIFI MODEL OF EMPLOYEE ENGAGEMENT

Kaila.H.L (2012) described the elements of WIFI model of employee engagement has four elements namely such as

- (i) Well-being (ii) Information (iii) Fairness and (iv) Involvement

Well-being---He/she should be able to serve as a brand ambassador for his/her organization. A strong sense of affiliation is seen of the employee towards his/her organization.

Information---Making clear sense of directions. It also includes making information interactive and emphasizing vision of the company in engaging and involving manner.

Fairness---Managing talent by the employer helps to develop the feeling that the most talented people are taken care of.

Involvement---It includes giving enough opportunities interaction between Sr managers and their Jr ones by which the Sr.mangers will act as role models and inspires juniors to go an extra mile.

CONCLUSION

Employee Engagement is the level of commitment towards their organization and positive attitude to work as a team in an organization for the betterment of both employee and employer. Research into Human Resource Management indicates that the factors that really motivate employees are intrinsic ones which are based on meeting the personal needs of an individual. Human beings have a number of key psychological needs including: The need to feel that you can do something well, the need to be part of a group, the need for respect and encouragement from others. These needs are typically met from non-financial rewards, for example, by providing opportunities: For promotion, to make decisions, to contribute to a team, and to do a variety of tasks. All the needs fulfilled with effective utilization of engagement.

A satisfied employee is one who is happy with his/her company, role and co-workers etc. An engaged employee is one who gives additional discretionary effort; goes beyond their job description. Further, the most worthwhile engagement is seen in employees who happily want to give additional effort and know where to apply it. This combination of action and line of sight results in an engaged employee who willingly works harder to deliver against your company's strategic objectives in their own daily tasks.

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